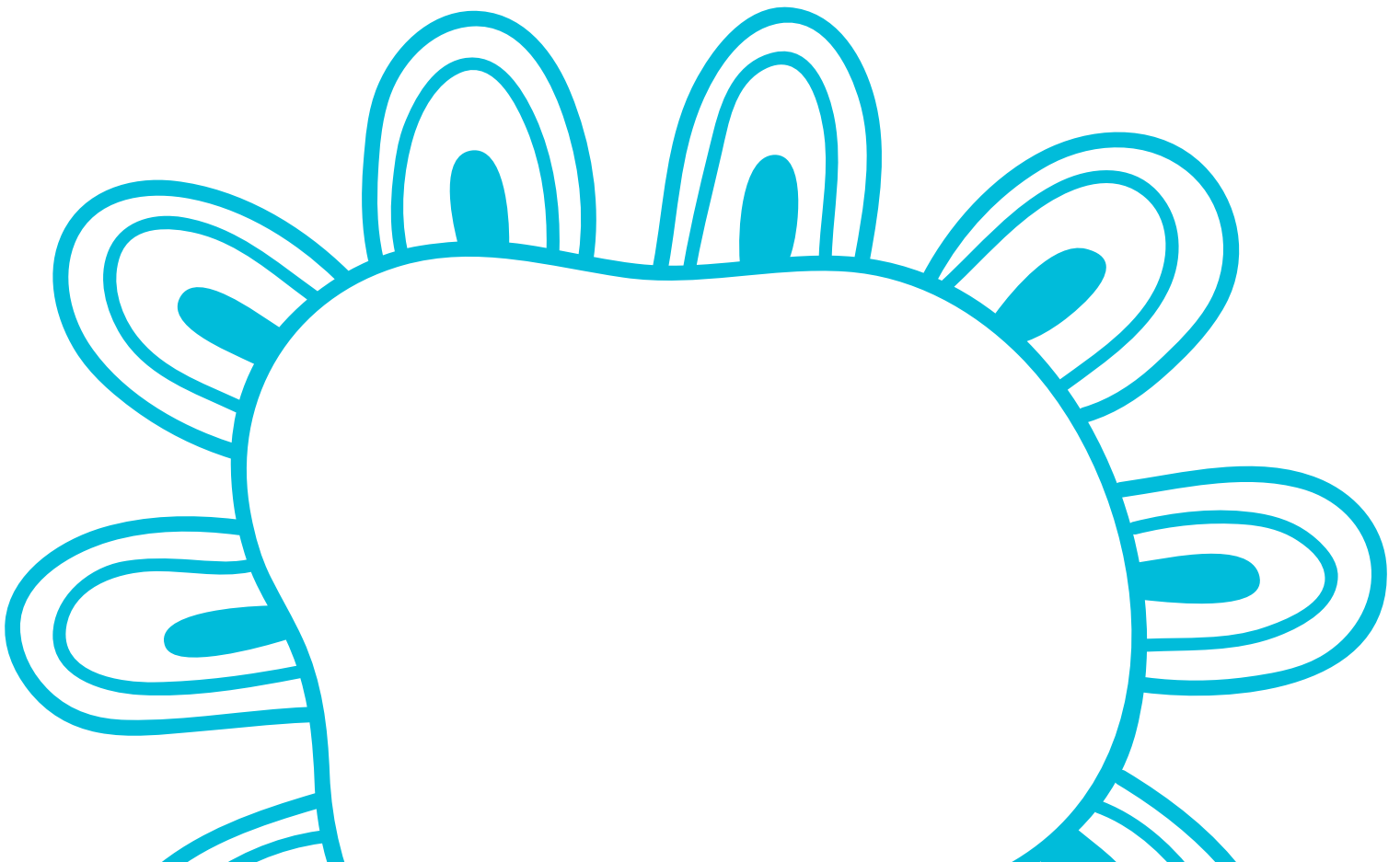




Forging a Foundation

A Foundry Start-Up Guide | June 2020



Contents

Acknowledgements.....	1
Introduction.....	2
Glossary of Terms.....	8
Foundry Central Office (FCO) Staff Directory.....	11
Section 01: Project Planning Overview.....	14
Section 02: Leadership and Governance.....	22
Section 03: Partnerships and Community Development.....	30
Section 04: Master Operating Agreement Overview.....	36
Section 05: Youth and Family Engagement.....	40
Section 06: Communications and Branding.....	50
Section 07: Capital Development.....	58
Section 08: Philanthropy and Fundraising.....	67
Section 09: Centre Services and Operations.....	74
Section 10: Knowledge Exchange and Training.....	81
Section 11: Foundry Centre Operations Budget Guide.....	91
Section 12: Evaluation and Quality Improvement.....	100
Section 13: Research and Innovation.....	109

Tables

Table 1: Activities, Key Deliverables, Timeline and FCO Support.....	17
Table 2: Foundry Local Leadership Table Guidelines.....	27
Table 3: Foundry's Engagement Approaches.....	45
Table 4: Foundry's Communication Tools Guidelines.....	55
Table 5: Fundraising Campaign Guidelines.....	72
Table 6: Sample Full Services Operations Budget.....	98

Figures

Figure 1: Engagement Practice Principles.....	44
Figure 2: Foundry Design Principles.....	62
Figure 3: Foundry Sample Program Functional Relationship.....	64
Figure 4: Five Foundry Service Streams.....	76
Figure 5: Foundry's Integrated Stepped Care Model.....	77
Figure 6: Foundry roles situated within the Knowledge-to-Action Framework.....	83
Figure 7: Example of Youth Peer Support Training Program.....	89
Figure 8: Fulop Model of Integration.....	104

Acknowledgements

We acknowledge, with much gratitude, that our work takes place on land steeped in rich Indigenous history and home to many First Nations, Métis and Inuit people today. We recognize and respect Indigenous People as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories.

We also wish to acknowledge our Foundry Central Office team for providing invaluable feedback, guidance and overall leadership throughout the process of drafting this document.

We also wish to thank the following organizations for their generous support of the Foundry initiative:

Foundry Governing Council:

- BC Ministry of Children and Family Development
- BC Ministry of Health
- BC Ministry of Mental Health and Addictions
- Graham Boeckh Foundation
- Michael Smith Foundation for Health Research
- Providence Health Care
- St. Paul's Foundation

As well as our partners at BC Children's Hospital, for powering [Foundry Online](#).

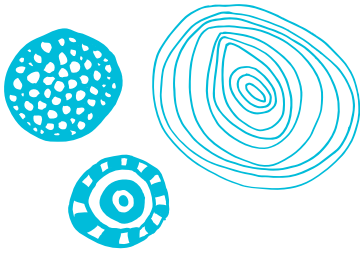
Special thanks are also extended to our Foundry network partners, Lead Agencies, advisory committees and youth, and family members from across BC.

Thank you for sharing your voices and perspectives, and for inspiring us with your visions of a better future—one where all young people have the resources and supports they need to fully achieve wellness.

Production of this document is made possible through a financial contribution from Health Canada. The views expressed herein do not necessarily represent the views of Health Canada.

Content may not be reproduced, modified, or shared in whole or in part, by photocopy or other means, without the prior written permission of Providence Health Care Society, carrying on activities under the name Foundry.

© 2020, Providence Health Care Society d.b.a. Foundry. All rights reserved.



Introduction



Welcome to Foundry

At Foundry, we want the best for the young people of British Columbia (BC). But when help is hard to find, care is uncoordinated, or wait lists are long, youth and families languish, and hope begins to fade.

Foundry envisions a time when young people have the resources necessary to thrive—outstanding, coordinated, timely and accessible mental health care, substance use services, primary care, social services, and youth and family peer support. Whether it is solution-focused counselling, help for a health concern, connections to employment, a need for supportive peers, or treatment for depression or problematic cannabis use, young people and their families should know where to go.

By opening a Foundry centre in your community, you are joining a province-wide culture of care comprising a network of Foundry centres, a provincial virtual care service, and a set of online tools and resources all serving youth aged 12 to 24 and their families. Co-created with young people, their families and over 150 government and non-profit partners from across BC, Foundry is an international leader, sharing our story of transformation and our how-to approach with other provinces and countries.

We look forward to working with you and supporting you through a journey that is both rewarding and challenging.

Foundry's Vision, Mission and Values

Foundry's **vision** is to transform access to services for young people aged 12–24 in BC. While it may seem like a bold statement, our origins come from a working group of the Child and Youth Mental Health and Substance Use Collaborative (2014-15), at a time when service providers, youth, families, physicians and policymakers came together, to re-envision our system of care. Recognizing that this was a significant change leadership exercise, our mission was born in 2015.

Our **mission** is to improve care pathways for young people through individualized, integrated health and social services. Guided by shared values, young people, their families and best evidence, we work with communities to improve access to quality care, establishing partnerships to create one-stop health and social service centres and, through the use of technology, to expand supports virtually. Foundry offers a consistent yet individualized experience for every young person and family member who enters our network of care, empowering them to optimize their health and well-being.

Our **values** guide us in the workplace and in our communities. We are:

- **Collaborative:** We work together across disciplines to deliver integrated care for each person's needs.
- **Trustworthy:** We earn the trust of young people and our partners by taking care of people in the right way.
- **Respectful:** We foster a community of acceptance in which everyone's culture, individuality and experiences are respected.
- **Dynamic:** We embrace the constant change associated with the needs of young people and evolving best practices.
- **Responsive:** We respond quickly and positively to young people where they are, with what they need.
- **Approachable:** We offer a welcoming, safe place for all young people and their families, with friendly staff and service providers.

Foundry's Guiding Principles

To ensure an exceptional client experience, our Foundry partners and the Foundry Central Office (FCO) team are led by a set of guiding principles, written by the Child and Youth Mental Health and Substance Use Collaborative Working Group on Youth and Young Adults in 2015, for our service development and delivery. These are currently undergoing review and will be updated to reflect Foundry's growth and evolution:

1. | Services are youth- and family-centered, collaborative and empowering to both.
2. | Integration of services should occur through intentional partnerships and collaborative inter-sectorial working relationships, with special attention on the actual process of integration.
3. | A comprehensive system of care ensures that health promotion, prevention and early intervention are core components of our services.
4. | Services need to be timely, accessible, developmentally appropriate, socially inclusive and equitable, and culturally safe; and,
5. | All services should be evidence- and trauma-informed and effective.

Foundry's Model

We are guided by our communities and our partners.

Foundry draws on the strengths of communities through a model that encourages and supports organizations to work together and to deliver care that is acceptable and available to youth and families, under one roof.

We are a solution-focused provincial leadership team.

Our FCO team facilitates the Foundry provincial network and supports communities in local capacity-building. We support comprehensive site selection and business planning processes, activate knowledge-sharing, coordinate across systems, co-create clinical pathways and service standards, move evidence into practice, and work with centres to collect and manage consistent data, conduct evaluations, and support local partnership development, governance, capital project management, communications, and fundraising.

We engage partners and communities.

Foundry is built on over 150 partnerships. Each Foundry centre is opened and operated by a Lead Agency that demonstrates exceptional leadership and a commitment to our shared provincial vision. Our Lead Agencies engage deeply with their communities and bring together local partners—including school districts, government agencies, health authorities, First Nations and Indigenous organizations, and non-profit service providers—to ensure each Foundry centre meets the needs of the young people and families in their community.

We stand by our commitment to meaningfully engage youth.

Foundry puts youth and families at the centre and builds systems around them.

Foundry engages with youth and families as decision-makers at the governance, leadership and community levels. Foundry centres are youth-friendly, welcoming and destigmatizing, and share a visual identity, so young people know where to find help no matter where they are in the province. Foundry's name and identity were developed with input from hundreds of youth and families from across BC and Canada. We have built the country's first integrated youth health and social service virtual service, available to young people from across the province. Further, through our partnership with BC Children's Hospital, we have created a website, [Foundrybc.ca](https://foundrybc.ca), which hosts an inventory of online tools and resources.

We optimize resources by integrating services.

Foundry convenes, streamlines and builds on existing resources. Foundry brings together local government and non-profit agencies as partners, co-locating and integrating services. New annual provincial government funding helps to ensure centres are sustainable. Donors play a critical role in establishing centres and supporting local programming and innovation. Integration is supported by our Integrated Stepped Care Model (ISCM)—a new way of organizing services so young people receive the right level of care at the right time—improving system efficiency and efficacy so that young people have seamless care experiences. Whether online or in the community, Foundry makes it easy for young people to find tools, resources and skills to form a plan for wellness and work towards their goals for mental, emotional, physical and social well-being.

We collect data and evaluate meaningful outcomes.

Foundry is committed to doing what works. We are measuring impact provincially through a robust evaluation platform that uses a shared provincial data-collection system—the first of its kind in Canada. This system will enable us to create feedback loops to centres so they can respond to local needs, measure the outcomes of services, inform policy, and, over time, analyze the health and economic outcomes of early intervention. We have used a developmental evaluation framework to track our work, course correct in real time, and capture our learning, so we can share it with others.

We foster national and international linkages.

Foundry connects across provinces and countries to improve the wellness of youth worldwide. Funded by Health Canada, Foundry consults with jurisdictions creating similar models, including ones in Ontario, Newfoundland, Alberta, and Quebec. Internationally, we have a strong partnership with Stanford University and its [allcove](#) initiative, as well as a tri-party partnership with [headspace](#) (Australia) and [Jigsaw](#) (Ireland). We are a founding partner of [Frayme](#), a Networks of Centres of Excellence in International Knowledge Transfer Platform (NCE-IKTP) initiative funded by the Government of Canada, to mobilize knowledge about integrated youth services. We have been highlighted by the [World Economic Forum](#) as a leader in the field of youth mental health.

We prioritize the enhancement of equity, diversity and inclusion.

The Foundry model is grounded in a vision whereby any young person, regardless of their background, will have a clear path to the care and services they require to achieve wellness. Foundry centres and services reflect the diverse needs of youth and families within communities, and our services are designed or adapted to meet youth at their unique developmental stage (whether they are transitioning into adolescence or adulthood) and within the context of additional barriers they may experience based on

factors such as gender, race, geography, ability, stigma, discrimination, among others. A variety of services provide added inclusionary opportunities which may include groups that are culturally and linguistically based or are led by LGBTQ2S+ peers.

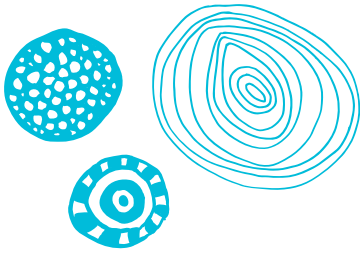
We are committed to advancing cultural safety and cultural humility in our work.

Foundry is sensitive to the history and ongoing impact of colonialism and is committed to honouring the teachings and history of Indigenous Peoples and communities, including First Nations, Métis and urban Indigenous communities. We adopt the [4Rs Framework](#) (i.e., respect, relevance, reciprocity, responsibility) for engaging with Indigenous communities. We are still learners in this, and encourage others to review resources on cultural safety and humility developed by Indigenous organizations such as the [First Nations Health Authority](#). Indigenous Peoples have the right to dignity and diversity of their cultures, traditions, histories and aspirations and as such, Foundry takes effective measures, in consultation and cooperation with Indigenous peoples concerned, to promote tolerance and understanding and to eliminate discrimination in providing access to and delivering mental health and substance use services. Where services will be accessed by members of Indigenous communities, leaders of these groups or organizations are invited to participate from the beginning of planning, in a capacity that is mutually agreeable. Locally, some Foundry centres have staff positions that have been developed in partnership with their local Indigenous agencies (e.g., Elders-in-Residence, Indigenous peer navigators, family involvement workers, and cultural workers).

Purpose of this Guide

Over the years, we have gained a tremendous amount of insight by working alongside communities throughout BC in the implementation of their Foundry centres—although that does not mean we have all the answers. At Foundry, taking on a culture of learning and the ability to fail forward has created a strong network of those who have been through the implementation journey. It is through our collective experiences that we have been able to gather sage advice and relevant examples and templates that we are now able to share through this manual. This document provides to Lead Agencies an overview of the steps required to establish a new Foundry centre including: creating a governance structure; planning for the integration of the Foundry brand; developing key government and community partnerships; designing and implementing a youth-centred services model; establishing an appropriate physical space for a new centre; consideration of evaluation and research needs; and, so much more!

The FCO team is available for support, so please, never hesitate to ask us questions.
Let's get started!



Glossary of Terms



4Rs Framework

A paradigm focused on engaging with diverse Indigenous and non-Indigenous young people in a way designed to promote respect, reciprocity, reconciliation and relevance.

Advisory Committee

A body of young people or family/ caregivers representing local Foundry centres or FCO, who bring their lived/ living experience to the table, to advise and bring a voice to issues that directly impact them and offer constructive insight and collaborative solutions to improve the work we are doing.

Collective Impact

Foundry was originally modelled as a collective impact initiative. Collective impact acknowledges that most of the world's greatest societal challenges are too big for any one organization to address, and so people must collect their efforts together to achieve impact. Foundry's vision of transforming access to services for youth and young people in BC requires hundreds of organizations to work toward this shared purpose.

Communities

A group of people living together in a shared space, feeling a sense of ownership, who care about each other and feel a sense of belonging.

Community Development

A process in which members of a community come together across organizations and spaces to take collective action and create change. The United Nations defines community development as “a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community's initiative.”

Cultural Safety

An outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in the healthcare system. It results in an environment free of racism and discrimination, where people feel safe when receiving health care.

Cultural Humility

Cultural humility is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience.

Family

“Family” is defined individually by each young person. At Foundry, family is considered to be an important part of a young person's circle of care. Family, whether natural or chosen, holds a significant role in supporting a young person, by creating a sense of belonging and connection through their shared experience.

Family Engagement

Meaningful family engagement is an intentional, ongoing partnership between youth, families and service providers. Meaningful family engagement results in people feeling connected and empowered by what they are doing. Ideally, the approach invites people to work in new ways, where they feel a key part of the process and that their contributions have an impact on the outcomes.

Fidelity stage

Centres are in the “fidelity” stage from a few months after opening to full implementation of the Foundry model and services, a period averaging 12–24 months.

Foundry

The overall provincial initiative. In our developmental evaluation, participants came to define Foundry in 3 ways: 1) the centres; 2) the partnership or team created by the various organizations working together (i.e., the “Foundry Team”); and, 3) the movement afoot in communities to create a functional system of care.

Foundry Central Office (FCO)

The initiative's leadership and standards team of 40 staff with diverse areas of experience and expertise. The FCO's team is centred in Vancouver with some regional staff across the province. FCO is charged with the success of our network and our centres and offers support in areas ranging from clinical standards and project management to partnerships, policy, philanthropy, communications, evaluation, and knowledge translation. FCO works closely with our Lead Agencies to establish, open, and operationalize Foundry centres.

Foundry centres

The physical, purposefully built spaces established in communities, through which Lead Agencies and partners operate and offer services. *Note: as a result of our branding process, we do not use the terms "hub" or "clinic."*

Foundry network

A provincial and national network that includes over 150 partnerships and growing, but most often refers to our FCO and group of 19 Lead Agencies.

Lead Agency

A non-profit or health authority contracted to lead the establishment and operations of a Foundry centre in a BC community. Lead Agencies sign a Master Operational Agreement with Providence Health Care for the delivery of services.

Lived and living experience

Experiences that individuals have had throughout their lives that give them expertise on a particular topic, usually from the "insider perspective." For example, an individual with lived experience of an inpatient psychiatric unit has expertise on what the experience is like for those who may currently be going through a stay in a psychiatric inpatient unit.

Optimization stage

Centres are in the "optimization" stage once through the fidelity stage fully operating as a Foundry centre. The focus in this stage is continual improvement of the client experience.

Partners

A term used to refer to all organizations and people working with the Foundry network toward our shared vision. We have partners at many levels. Typically, local partnerships are held and led by Lead Agencies, while provincial partnerships are held and led by the FCO. At Foundry, partnership is not used as a legal term.

Peers

Someone that a youth or young person would identify as a fellow youth or young person, regardless of age. This may be due to personality, behavior, shared lived experience, individual lived experience, etc.

Service Providers

Person who provides individualized health and social services to young people and their circle of care.

Startup (Establishment) stage

Centres are considered to be in the "startup" stage from the time they are selected until their centre opens, a period averaging 12–18 months.

Working Group

A body of young people, family/ caregivers, service providers, centre staff, and/or FCO staff representing local Foundry centres or FCO, who bring their expertise and experience to the table to initiate and collaborate on actionable items.

Youth/Young People

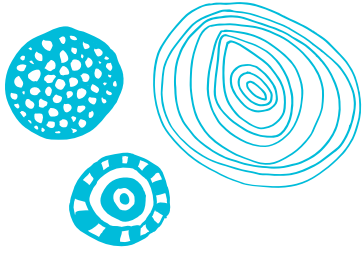
Within this document and for the sake of clarity and brevity, "youth" and "young people" refer to individuals 12 to 24 years old and the two are used interchangeably.

Youth Advisory Committee (YAC) and/or Family Advisory Committee (FAC)

A body of young people or family members representing local Foundry centres or FCO, who bring their lived/ living experience to the table, to advise and bring a voice to issues that directly impact them and offer constructive insight and collaborative solutions to improve the work we are doing.

Youth Engagement

An operational process that creates opportunities for youth to provide input and inform decision-making around service delivery and program development along with participating in building a community of practice. Youth feeling a sense of community, belonging, ownership and appreciation is the underlying intention of youth engagement.



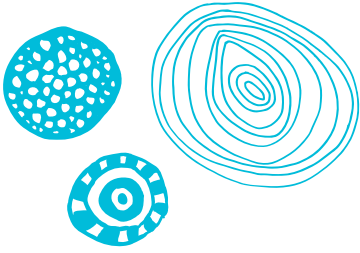
Foundry Central Office (FCO) Staff Directory



Name	Title	Email
Alaa Akl	Project Support Coordinator	aakl@foundrybc.ca
Skye Barbic	Research Lead	sbarbic@foundrybc.ca
Jayde Boden	Office Manager	jboden@foundrybc.ca
Ricksa Cardente	Administrative Assistant	rcardente@foundrybc.ca
Toni Carlton	Manager, Service Implementation and Integration	tcarlton@foundrybc.ca
Godwin Chan	Data Analyst	gchan@foundrybc.ca
Renee Cormier	Knowledge Exchange and Special Projects Lead	rcormier@foundrybc.ca
Stefanie Costales	Communications Officer	scostales@foundrybc.ca
Elise Durante	Manager, Service Implementation and Integration	edurante@foundrybc.ca
Alayna Ewert	Evaluation Manager	aewert@foundrybc.ca
Kyra Faber	Writer, Special Projects	kfaber@foundrybc.ca
Pamela Fennell	Project Lead, Centre Establishment	pfennell@foundrybc.ca
Oonagh Fogarty	Project Support Coordinator	o.fogarty@foundrybc.ca
Seren Friskie	Youth Peer Engagement Coordinator	sfriskie@foundrybc.ca
Krista Gerty	Director, Community Development	kgerty@foundrybc.ca
Stephanie Gillingham	Leader, Program Development	sgillingham@foundrybc.ca
Dale Handley	Manager, Service Implementation and Integration	dhandley@foundrybc.ca
Warren Helfrich	Director, Evaluation and Quality Improvement	whelfrich@foundrybc.ca
Sarah Irving	Project Coordinator	Sirving@foundrybc.ca
Sukhdeep Jassar	Community Development Liaison	sjassar@foundrybc.ca
Nina Zerwinska	Knowledge Exchange & Mobilization Manager	nzerwinska@foundrybc.ca
Sarah Lally	Project Assistant	slally@foundrybc.ca
Jessica Laporte	Digital Communications Specialist	jlaporte@foundrybc.ca
Steve Mathias	Executive Director	smathias@foundrybc.ca
Robert McCrudden	Project Manager, Capital Projects	rmcrudden@foundrybc.ca

Name	Title	Email
Isabella Piechota	Project Support Coordinator	ipiechota@foundrybc.ca
Alicia Raimundo	Project Manager, Virtual Care	araimundo@foundrybc.ca
Caroline Reilly	Manager, Service Implementation and Integration	creilly@foundrybc.ca
Chrisanne Remedios	Administrative Assistant	cremedios@foundrybc.ca
Amy Salmon	Developmental Evaluator	asalmon@cheos.ubc.ca
Rebecca Sharma	Communications and Development Lead	rsharma@foundrybc.ca
Corinne Tallon	Research Manager	ctallon@foundrybc.ca
Karen Tee	Director, Service Innovation	ktee@foundrybc.ca
Sandra Teves	Manager, Service Implementation and Integration, Virtual Care	steves@foundrybc.ca
Tamara Throssell	Family Engagement & Service Provider Liaison	tthrossell@foundrybc.ca
Roxanne Turuba	Research Project Coordinator	rturuba@foundrybc.ca
Neha Uday	Project Manager, Virtual Care	nuday@foundrybc.ca
Kelly Veillette	Director, Government and Indigenous Relations	kveillette@foundrybc.ca
Andrea Vukobrat	Peer Support Coordinator	avukobrat@foundrybc.ca





SECTION 01

Project Planning Overview



Introduction

Role of Foundry Lead Agencies

A Lead Agency is defined as a non-profit organization or health authority charged with leading the establishment and operations of a Foundry centre in a community. Opening a Foundry centre requires significant time and effort. In the early stages, this typically includes dedicated time from senior leadership. In later stages, when the focus moves to service delivery, the centre will require more time from management and operations staff, including those hired through the Foundry operations grants.

The Lead Agency is responsible for the development and operations of their Foundry centre and for ensuring the community's needs are reflected within. Lead Agencies spearhead local activities, including capital project development, fundraising, partnership development, youth and family engagement, communications and centre operations.

Lead Agency leadership and staff, including Peer Support Workers, as well as youth and family advisors, participate in the larger provincial network. This participation takes place primarily through knowledge exchange and training opportunities, communities of practice and working groups, as well as by providing advice to FCO and other Lead Agencies.

Role of Foundry Central Office

FCO is located in downtown Vancouver and represents Foundry's leadership and standards team of subject matter experts. The FCO team spearheads the success of the Foundry network and Foundry centres and offers expertise in areas ranging from clinical standards and project management to partnerships, policy, philanthropy, communications, evaluation, and knowledge translation.

FCO works closely with our Lead Agencies to establish, open, and operationalize Foundry centres and aims to be a true partner to our Foundry Lead Agencies—not just a funder. This partnership is different from a traditional relationship between a granting agency and recipient, and it is critical to ensuring the success of a centre.

While we have much to share, we are also a learning organization and are continually developing our work. In order to effectively work together, we must be comfortable having honest conversations, providing feedback to one another, and reflecting on what seems to be going well and what can be done differently. We want to hear the hard stuff, so we can adjust our approach when needed, and so we can allocate the right resources. And we want to hear what is working well in communities, so we can amplify that across the Foundry network.

Lessons Learned

Project Management

Lead Agencies are in charge of managing all the activities necessary to open and operate a Foundry centre. FCO offers both the assistance of staff with expertise in the area of project management as well as several tools and resources to assist Lead Agencies in developing and implementing a project plan. Foundry's project planning work is grounded in the principles underlying project management methodology that prioritizes identifying goals and achieving them with a strategic and organized approach.

We use concepts and tools from the [Project Management Institute](#) and have developed a number of tools to facilitate this work (see [“Tools and Resources”](#) on page 21). Careful planning and the use of these tools are intended to help Lead Agencies better understand the goals for the overall project, what activities are required to achieve the goals, when the work will begin and be complete, and what resources will be required.

The FCO's expectation is that a Lead Agency's project leader will adopt these tools and customize them to manage their specific Foundry centre.

Key Activities

The process of establishing a new Foundry centre involves the commitment and collaboration of the Lead Agency and FCO to ensure that key milestones are achieved in a timely manner. [Table 1 on page 17](#) represents a summary of the key activities and deliverables associated with the establishment of a new Foundry centre as well as a timeline and FCO support available to Lead Agencies.



Table 1: Activities, Key Deliverables, Timeline and FCO Support

1. Project Planning			
Activities	Key Deliverables	Timeline	Key FCO Support
Create Project Charter	<ul style="list-style-type: none"> Finalized Project Charter 	0–3 months	Pamela Fennell
Create Project Workplan	<ul style="list-style-type: none"> Finalized Project Workplan 	0–3 months	Implementation Manager
Complete Risk Analysis and Management Assessment (best practices not mandatory)	<ul style="list-style-type: none"> Draft of risk analysis and management report 	0–3 months	
Complete Partnership Inventory and Analysis	<ul style="list-style-type: none"> Report of partnership status 	0–3 months	Implementation Manager
Hire Project Lead	<ul style="list-style-type: none"> Project Lead hired 	0–3 months	
2. Leadership and Governance			
Activities	Key Deliverables	Timeline	Key FCO Support
Create Local Leadership Tables (LLTs)	<ul style="list-style-type: none"> Creation and first meeting of LLTs 	0–3 months	Pamela Fennell
Create necessary Working Groups (WGs)	<ul style="list-style-type: none"> Creation and first meeting of WGs 	3–9 months	Implementation Manager
Development of Terms of Reference (TORs) for LLTs and WGs	<ul style="list-style-type: none"> Terms of Reference developed for LLTs and WGs 	3–6 months	Pamela Fennell
3. Partnerships and Community Development			
Activities	Key Deliverables	Timeline	Key FCO Support
Establish clear communication pathways	<ul style="list-style-type: none"> Schedule of key meetings developed 	0–3 months	Implementation Manager
Complete Foundry Integration Measure (under development)	<ul style="list-style-type: none"> Assessment of integration report complete 	0–3 months	Implementation Manager Evaluation
4. Master Operating Agreement (MOA) Overview			
Activities	Key Deliverables	Timeline	Key FCO Support
Review MOA with agency and board	<ul style="list-style-type: none"> Generate questions or issues to be discussed with FCO 	0–3 months	Krista Gerty Steve Mathias
Review issues or concerns with FCO	<ul style="list-style-type: none"> Finalized MOA 	0–3 months	Krista Gerty Steve Mathias
Obtain signatures for MOA	<ul style="list-style-type: none"> Signed MOA 	3 months	Krista Gerty Steve Mathias

5. Youth and Family Engagement

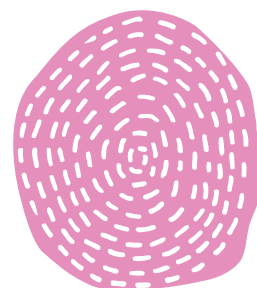
Activities	Key Deliverables	Timeline	Key FCO Support
Create Youth & Family engagement plan	<ul style="list-style-type: none"> Youth & Family engagement plan developed 	0–3 months	Youth and Family Engagement Coordinator
Establish youth advisory committee (YAC) and/or family advisory committee (FAC)	<ul style="list-style-type: none"> YAC/FAC created and first meeting 	3–6 months	Youth and Family Engagement Coordinators
Create YAC/FAC TORs	<ul style="list-style-type: none"> TORs for YAC/FAC developed 	3–6 months	Youth and Family Engagement Coordinators
Create community agreements	<ul style="list-style-type: none"> Community agreement developed and signed 	3–6 months	Youth and Family Engagement Coordinators

6. Centre Services and Operations

Activities	Key Deliverables	Timeline	Key FCO Support
Conduct a centre services and supports environmental scan	<ul style="list-style-type: none"> Centre services and supports environmental scan report 	0–3 months	Implementation Manager
Develop a services plan	<ul style="list-style-type: none"> Services plan developed 	3–6 months	Implementation Manager
Develop an operations plan	<ul style="list-style-type: none"> Operations plan developed 	3–12 months	Implementation Manager

7. Communications and Branding

Activities	Key Deliverables	Timeline	Key FCO Support
Create communications plan	<ul style="list-style-type: none"> Communications plan developed 	0–3 months	Stefanie Costales
Active and on-going participation in knowledge exchange	<ul style="list-style-type: none"> Knowledge exchange activities completed 	0–18+ months	Nina Zerwinska
Create a centre opening media and communication plan	<ul style="list-style-type: none"> Centre opening media and communication plan developed 	12–18 months	Stefanie Costales



8. Capital Projects *

Activities	Key Deliverables	Timeline	Key FCO Support
Create Project Charter	<ul style="list-style-type: none"> Project Charter developed 	0–3 months	Robert McRudden
Develop Capital Budget	<ul style="list-style-type: none"> Capital Budget finalized and approved by FCO 	3–6 months	Robert McRudden
Complete SWOT Analysis for Site Selection (if required)	<ul style="list-style-type: none"> SWOT Analysis for Site Selection report 	0–3 months	Robert McRudden
Complete functional program	<ul style="list-style-type: none"> Functional program finalized and approved by FCO 	3–6 months	Robert McRudden
Complete schematic design and schedule	<ul style="list-style-type: none"> Schematic design and schedule finalized 	3–6 months	Robert McRudden
Construction of centre	<ul style="list-style-type: none"> Centre ready for opening 	6–18 months	Robert McRudden
Close out/Move in	<ul style="list-style-type: none"> Move in and start-up (hand-over to implementation) 	At construction completion	Robert McRudden
Post Occupancy Evaluation	<ul style="list-style-type: none"> Review and findings 	6–12 months after opening	Robert McRudden

9. Fundraising and Philanthropy

Activities	Key Deliverables	Timeline	Key FCO Support
Create fundraising plan and timeline	<ul style="list-style-type: none"> Fundraising plan and timeline finalized 	0–3 months	Rebecca Sharma
Develop campaign materials	<ul style="list-style-type: none"> Campaign materials created 	3–6 months	Rebecca Sharma
Execute plan (on-going)	<ul style="list-style-type: none"> Early fundraising activities completed (e.g., volunteers recruited, meetings conducted) 	6–18+ months	Rebecca Sharma

10. Operations Budget

Activities	Key Deliverables	Timeline	Key FCO Support
Identification of resources and resource gaps	<ul style="list-style-type: none"> Partnership inventory and analysis complete Resources and resource gaps report 	0–3 months	Implementation Manager
Develop Initial Start-Up Operations Budget	<ul style="list-style-type: none"> Start-Up Operations budget finalized and approved by FCO 	0–3 months	Implementation Manager
Develop operations budget for centre opening	<ul style="list-style-type: none"> Operations budget for centre opening finalized and approved by FCO 	6–9 months	Implementation Manager
Hire Key Personnel	<ul style="list-style-type: none"> Project Lead hired Engagement Coordinator Hired Other project staff hired, as needed 	0–12 months	Implementation Manager

11. Knowledge Exchange and Training

Activities	Key Deliverables	Timeline	Key FCO Support
Develop training workplan	<ul style="list-style-type: none"> Training workplan created 	6–12 months	Nina Zerwinska
Training (Integrated Stepped Care Model; ISCM)	<ul style="list-style-type: none"> ISCM Training completed 	6–12 months	Nina Zerwinska
Training (Toolbox, Solution-Focused Brief Therapy (SFBT), Emotion-Focused Family Therapy (EFFT) and Youth Peer Support)	<ul style="list-style-type: none"> Training completed on Toolbox, SFBT, EFFT, and Youth Peer Support 	12–18 months	Nina Zerwinska Implementation Manager

12. Evaluation and Quality Improvement

Activities	Key Deliverables	Timeline	Key FCO Support
Implementation of Toolbox data collection platform	<ul style="list-style-type: none"> Toolbox implemented and integrated into the centre information collection system by FCO staff 	6–18+ months	Neha Uday

13. Research and Innovation

Activities	Key Deliverables	Timeline	Key FCO Support
Initiate research projects	<ul style="list-style-type: none"> Draft of research plan 	12–18+ months	Skye Barbic Corinne Tallon
Support Foundry research projects	<ul style="list-style-type: none"> Collaboration on research projects 	12–18+ months	Skye Barbic Corinne Tallon
Keep informed about Foundry research	<ul style="list-style-type: none"> Strategic plan read Foundry Research and Innovation Rounds attended 	0 to 18+ months	Skye Barbic Corinne Tallon
Adapting and implementing relevant research	<ul style="list-style-type: none"> Participation in Foundry research 	12–18+ months	Skye Barbic Corinne Tallon

* Timelines for Capital Projects planning are dependent on securing a space and/or signing a lease, which may take 0 to 18 months to finalize.



Tools and Resources

Supplementary materials (Appendix A)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- A.1 Project Charter Guidance Notes
- A.2 Template: Project Charter
- A.3 Foundry Centre Workplan Guidance Notes
- A.4 Template: Foundry Centre Workplan*
- A.5 Template: Foundry Centre High-Level Timeline*
- A.6 Template: Partnership Inventory and Analysis*

*Available as downloadable Excel files on the [Foundry website](https://foundrybc.ca).

External resources

- [Project Management Institute](https://www.pmi.org/)

FCO Support

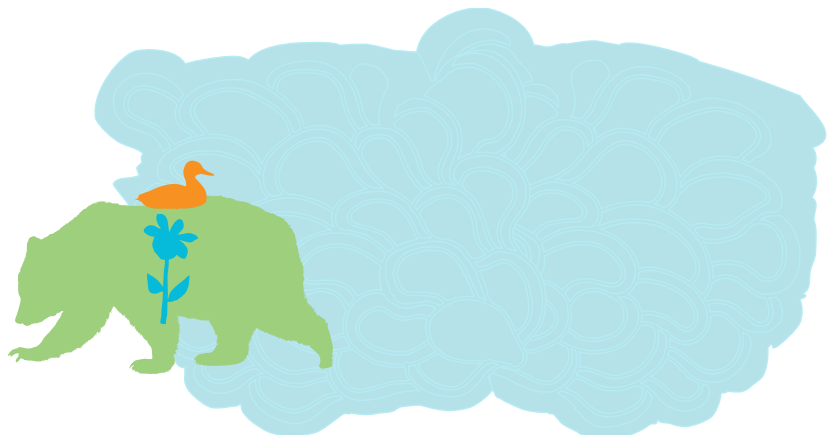


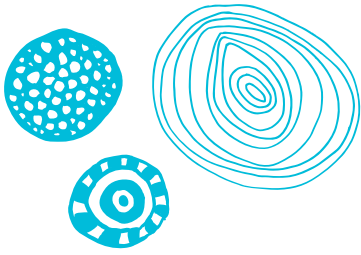
Pamela Fennell

Project Lead, Centre Establishment

Foundry Central Office

pfennell@foundrybc.ca





SECTION 02

Leadership and Governance



Introduction

The successful implementation of a new Foundry centre depends on the ability of partners, service providers, youth and families to understand, see value in, and apply the integrated, multi-disciplinary collaborative care approach to primary care; mental health and substance use care; social services; and, youth and family peer support. To help Foundry centres set up for success, it is important to support leaders in their role as Foundry champions in their local community.

Experience to date tells us that there are fundamental elements that support change. Solid leadership is critical to building excitement and empowering a community's service providers to adopt Foundry's vision to transform access to health and social services in BC communities.

Becoming a Foundry centre is about much more than constructing a new building and infrastructure. It involves the development and maintenance of relationships within the community and the implementation of new models of care, new technology, new clinical processes, and potentially even new staffing models. All of these changes will impact how people do their work. This degree of change requires a strong focus on relationships, which requires strong leadership.

Foundry's goal is to ensure young people find the support, services, and connections they need for their wellness to take shape. Achieving this requires leaders to be knowledgeable, willing, able, and motivated to consciously lead the Foundry vision to transform how young people and their families find the resources and support they need, both online and in their communities.

Lessons Learned

Culture of Leadership

Foundry has formed a new culture of care for young people and families—and, in parallel, has also created a new culture of leadership. Based on the findings emerging from our development evaluation (see the [“Evaluation and Quality Improvement”](#) section on page 100), our network has set conditions for leaders in health care, social services, philanthropic organizations, non-profit community-based organizations, and FCO staff to lead differently in order to achieve our desired outcomes. This culture of leadership is based on a common value system that includes the following:

- prioritizing youth needs;
- building trust;
- ensuring transparency;
- solving problems creatively; and,
- fostering reciprocity between Foundry and the community.

A Foundry centre requires tremendous collective effort, demanding key leadership qualities to sustain the work within a dynamic environment. Effective leaders are usually characterized by their sustained long-term commitment, involvement and enthusiasm to integrate health care and social services locally. Experienced Foundry leaders have identified the following key features of effective Foundry centre leadership:

- **creative problem-solving**, including involving partners and staff in planning and making decisions;
- **knowledge** about and a clear **understanding of Foundry’s vision** and how it fits within the local context;
- **adaptability**, as transformational change requires leaders to be agile;
- **accountability** for mistakes or missteps that come from venturing into new frontiers;
- **visibility and availability** to participate fully in Foundry initiatives, attend meetings, build relationships, and collaborate with partners and staff; and,
- **distribution of leadership** across all staffing levels.

In short, leaders require the skills and strategies necessary to understand, influence, and lead transformational change.

Effective Leadership

Change Leadership and Change Management

“Change management” and “change leadership” are not interchangeable terms. Both are an important part of the foundation required to successfully launch a Foundry centre.

Change management refers to a set of tools or structures intended to keep any change effort under control. It often goes hand-in-hand with project management. Usually, the goal is to minimize distractions and impacts of the change, thereby improving adoption.

Change leadership, on the other hand, concerns the driving forces, visions and processes that fuel large-scale transformation. Change leadership is associated with a bigger vision and with the creation of broader action toward and an urgency for change throughout the community. The objective of change leadership is to motivate the members of the community to be and to lead the change, using collaborative, creative and motivational change approaches. Change leadership is what will get a Foundry centre off the ground!

When change leadership is at play, the expectation is to have the mindset of an entrepreneur—capable of taking matters into their own hands, creating the necessary solutions to potential threats and helping to foster change time and again.

These three Cs unite effective change leadership:

Researchers at the Center for Creative Leadership found that three skills provide the necessary connection between the “process” part of change and the “people” part of change.^[4] These three Cs unite effective change leadership:

- 1. Communicate.** Successful leaders communicate the “what” and the “why.” Leaders who explain the purpose and benefits of a change creates stronger buy-in and urgency for action.
- 2. Collaborate.** Bringing people together is critical to planning and executing change. Successful leaders work across boundaries, encourage partners to break out of their silos and refuse to tolerate unhealthy competition. They also include partners in decision-making early on, strengthening those partners’ commitment.
- 3. Commit.** Successful leaders make sure their own beliefs and behaviors support and are aligned with their organization’s vision and goals. Change is difficult; but, leaders who negotiate change successfully are resilient, are persistent, and are willing to step outside of their comfort zone. They also devote more of their own time to the change effort and focus on the big picture.

Governance

Effective leaders devote considerable effort to engaging everyone involved in the change effort. Three crucial qualities of leading people include **learning**, **supporting** and **swaying**—that is, getting people to buy into the vision!^[1] To effectively bring about change, structures that facilitate this “learning, supporting and swaying” need to be established. Further, Foundry centres are assets for their entire communities so it is recommended that local governance structures are inclusive of all interested community members to enable all key stakeholders to contribute to and own the outcomes of the work. Experience indicates that forming Local Leadership Tables (LLTs) at individual Foundry centres are critical for creating the sense of “we” in decision-making, and for ensuring that diverse perspectives inform the development of a Foundry centre. The LLTs are a mechanism to help ensure forward momentum towards creating a new centre while tackling roadblocks along the way.

Key Activities

Foundry’s vision is to transform systems. This ambitious vision requires a unique and layered local governance structure to ensure the centre is supported at varying levels of the systems it interacts with and depends upon.

As discussed above, LLTs form the foundation of our governance structure and include the following: (1) a Funders’ Table; (2) a Leadership Advisory Table; (3) an Operations Working Group; (4) a Youth and Family Advisory Council (or two separate advisory councils: one for youth and one for family); and, (5) Other working groups as needed. The composition of the LLTs will vary from community to community, although there are core representatives from key partnerships who are necessary for directing the work (see [Table 2 on page 27](#)). Terms of reference for each LLT are important to develop and examples of these for the various LLTs can be found in [“Tools and Resources” on page 29](#).

The following table below provides FCO Guidelines for LLTs as well as a timeline for action.

Table 2: Foundry Local Leadership Table Guidelines

These are FCO guidelines for the LLTs to be created in each community:

Name	Function	Representation	Timeline	Chair
Funders Table/ Barrier Busters	<p>Removes higher-level systems-level barriers to integration and partnership in communities, especially in larger, regional or provincial organizations (such as MCFD and health authorities).</p> <p>Ensures that any issues encountered on the ground are brought to the attention of the organizational representatives who have the authority to make decisions in support of integration.</p> <p>Ensures senior-level staff within these organizations are aware of and endorse the work of Foundry in the community.</p>	<ul style="list-style-type: none"> • ED, Lead Agency • ED/Director, Regional Health Authority • Director/Regional Manager, First Nations Health Authority • ED/Director, Ministry of Children and Family Development (MCFD) • Superintendent or designate, School Districts • ED/Director and MSII, FCO • Local Indigenous leaders, including local First Nations and other First Nations, Métis and Inuit peoples, should be invited to participate at this table, if it is their preference • Where applicable and welcomed, senior leaders at partner foundations. 	<p>Established at project launch, meets every 2–3 months at first.</p> <p>Over time, may meet less frequently (e.g., once or twice per year) once the Foundry centre is operating smoothly.</p>	<p>Chaired by the Lead Agency Executive Director. The centre Project Lead may provide support.</p>
Leadership Advisory Table	<p>Advises the Lead Agency on all things related to the Foundry centre, and ensures appropriate linkages are being made in the community.</p> <p>Brings in information about what is happening elsewhere in the system and identifies possible shared solutions to community needs.</p> <p>Advises Foundry Lead Agency on services and community or partnership priorities, facilitates communications between agency leaders, and assists the Lead Agency to solve any issues of concern.</p> <p>Sets local priorities based on information brought forward by the Youth Advisory Committee, Family Advisory Committee and Lead Agency.</p>	<ul style="list-style-type: none"> • ED, Operations Director/Manager Lead Agency • Director/Manager, Regional Health Authority • Director/Manager, MCFD • Superintendent or designate, School Districts • Leaders, local post-secondary institutions • Leader(s), First Nations • FCO Leadership • EDs/Directors/Managers, Local Agencies • At least two youth representatives • At least two family representatives <p><i>Note: Members, including youth and family representatives, Elders and knowledge keepers must be compensated for their time if they are not otherwise paid to participate in meetings.</i></p>	<p>Established as soon as possible during the onboarding process if not already present in the community.</p> <p>Some Lead Agencies may have a LAT without senior decision-makers of partner agencies, or may need to plan for how to start forming this group. In these cases, Lead Agencies may wish to start this table by bringing together their core partners prior to expanding membership to a broader group. FCO can support this planning.</p>	<p>Typically co-chaired between a community partner and Lead Agency Executive Director.</p> <p>Foundry centre leaders and staff support the planning and implementation of this group.</p>

Name	Function	Representation	Timeline	Chair
Youth and Family Advisory Committee(s) May be two separate committees or one combined committee. The choice rests with the community's young people.	Provides leadership, advice, engagement. Amplifies client voices to ensure they are at the centre of planning, service delivery, hiring, and centre priorities. Provides youth with leadership opportunities. May lead community engagement and awareness activities, such as events. <i>Note: During the onboarding phase, this group will have some exciting opportunities to participate in the design of the new centre. Lead Agencies must ensure this group has a budget adequate to their function.</i>	<ul style="list-style-type: none"> • Young people aged 12–24 • Family members • Youth care providers • Members should reflect the diversity of the community 	Established as soon as possible during the onboarding process if not already present in the community.	This group is supported and facilitated by an identified Foundry staff member, perhaps a Peer Support Worker. It may be chaired by a youth or family member if that is the group's preference. The staff facilitator must have a mechanism to flow information and feedback from membership to centre leaders.
Operations Working Group (OWG)	Supports ongoing communication and planning about service delivery within the centre. Identifies and responds to drivers of and barriers to operational integration (e.g., referral process). Responds to recommendations of advisory groups and brings forward issues to leadership for discussion as needed	<ul style="list-style-type: none"> • Clinical Staff • Service Management • Partners operating within the centre In some cases, there may be overlap between this group and the Leadership Advisory Table. That's OK! Review the frequency of meetings to ensure efficiency.	Established 6–9 months prior to the opening of the centre, as services are planned for opening day.	Chaired by centre Project Lead.
Various Working Groups	Additional ad-hoc, time-limited, community-specific working groups dependent on needs. May include space design, events, social media or other topics.	<ul style="list-style-type: none"> • Group specific 	As needed.	At YAC/FAC and Foundry centre's discretion.



Tools and Resources

Supplementary materials (Appendix B)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- B.1 Template: Change Management Plan/Framework
- B.2 Example: Funder's Council Terms of Reference
- B.3 Example: Leadership Advisory Committee Terms of Reference
- B.4 Example: Operations Working Group Terms of Reference
- B.5 Example: Family/Caregiver Advisory Committee Terms of Reference

References

- [1] "[How to Be a Successful Change Leader](#)," Center for Creative Leadership, retrieved May 25, 2020.

FCO Support

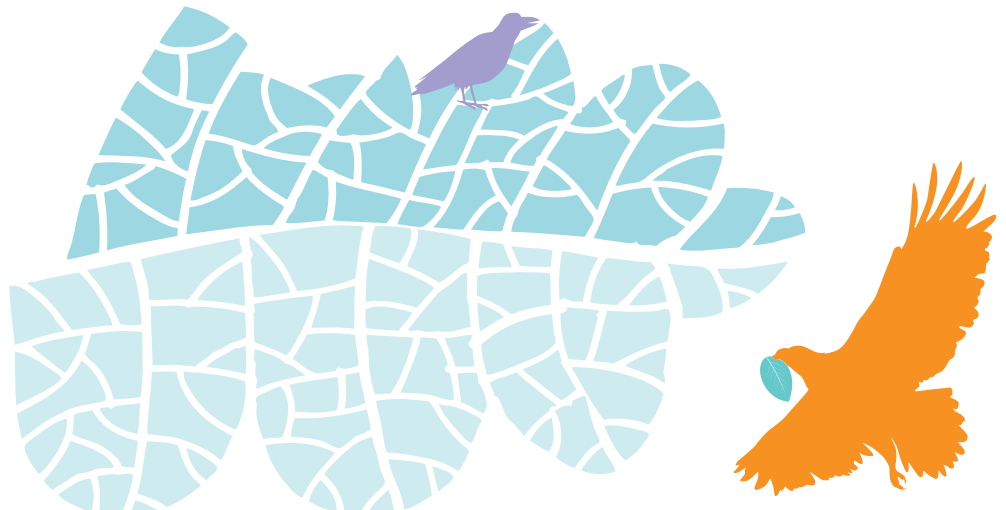


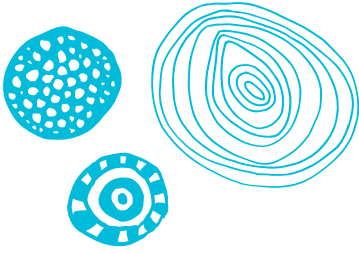
Pamela Fennell

Project Lead, Centre Establishment

Foundry Central Office

pfennell@foundrybc.ca





SECTION 03

Partnerships and Community Development



Introduction

Foundry uses a broad definition of “partner” — referencing all organizations and people working with us toward a shared vision. We have partners at many levels. Typically, local partnerships are maintained and led by Lead Agencies, while provincial partnerships are maintained and led by FCO, although Lead Agencies may also have their own provincial contacts (discussed in the [“Master Operating Agreement Overview” section on page 36](#)).

Foundry requires intentional partnerships—the relationships built between people and organizations over time. Foundry partnerships go beyond sharing meetings, ideas, and work; rather, our partnerships involve sharing and integrating organizational resources, as well as a collective responsibility to improve the wellness of young people across the province.

In communities, a broad base of strong partnerships is critical to the success of Foundry centres. Foundry Lead Agencies are expected to develop robust and meaningful partnerships with their local government agencies, including health authorities, MCFD offices, school districts, and non-profit agencies. Those partners are expected to integrate, rather than simply co-locate, their services. Some of our Lead Agencies have over 20 local partners. Through our central relationships, FCO can also help bring people and organizations together as needed.



Lessons Learned

Strong Partnerships

The Foundry network, as a whole, includes over 150 government and community partnerships across BC. This network is critical because no one organization can achieve the Foundry vision working alone. Through our experience operating effectively within the Foundry partnership model (both in the local context and between the Lead Agency and FCO), we have identified the following drivers of strong partnerships:

- **Sharing the Foundry provincial vision.** Transforming systems requires collaboration.
- **Commitment to meaningful youth and family engagement.** Youth and family are included as decision-makers at the governance, leadership, and community levels.
- **Attention to developing strong and trusting relationships.** This need is the essential learning from our Developmental Evaluation. The ability of an organization to develop a Foundry centre hinges on relationships, both locally and provincially.
- **Clear roles and responsibilities** between local partners and between the Foundry Lead Agency and FCO.
- **Curiosity and openness to change.** Foundry can disrupt patterns of working that have existed for decades, and change is hard.
- **Humility and distributed leadership.** Foundry requires organizations to examine how they have been working, and to make changes. We use a distributed leadership model to allow for scaling, and this can be a different way of working for some people.
- **Organizational capacity.** It takes time and effort to develop and operate a Foundry centre, especially in the early days as staff are hired and oriented; youth and families engaged; governance structures developed; budgets and project plans created; communications and fundraising plans implemented; a capital project led; and, a staffing model organized. And, all of this completed while participating in multiple planning calls with the FCO.

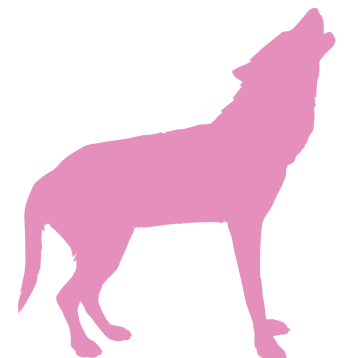
Community Development

Establishing a Foundry centre is a whole-community initiative, grounded in a community's assets and needs. **Community Development** is a process in which members of a community come together across organizations and spaces to take collective action and create change. The United Nations defines community development as “a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community's initiative.”^[2]

Within the Foundry model, community development practices help to weave together the perspectives and contributions of local partners, youth, and families to create the cohesion that supports individual centres. Community development is critical, as it often precedes or informs the development of governance structures and because community cohesion has been shown to have a positive impact on the wellness of children and youth who live there. An example of an initiative that has successfully developed and incorporated a partnership model that integrates multiple perspectives including researchers, practitioners, youth and families, is the Human Early Learning Partnership (HELP), based at the School of Population and Public Health at the University of British Columbia (UBC). Visit the [HELP website](#) for more information.

Community development requires time, attention, the intentional development of relationships, and the creation of spaces for open, honest, asset-based and solutions-focused dialogue.

Foundry's local leadership tables are designed to support effective community development locally by formalizing key partnerships, and leveraging opportunities for change, that includes youth and family participation, and ensures that appropriate interventions are implemented at different levels of health and social service systems.



Key Activities

Draft, review and sign the Master Operating Agreement

Each Lead Agency must sign a Master Operating Agreement (MOA) between their agency and FCO. More information about the MOA can be found in the [“Master Operating Agreement Overview”](#) section on page 36.

Establish communications pathways

The development of clear and transparent community pathways is essential to the success of partnerships. Mechanisms can include regular, in-person meetings between FCO core staff and the Lead Agency’s staff as well as regularly scheduled calls between the Lead Agency team, local partners (including regional health authority and MCFD contacts), and FCO.

Assessment of Integration

Integration is important at Foundry. In the past, Foundry has used the Partnership Self-Assessment Tool (see Appendix C.1 and C.2 in [“Tools and Resources”](#) on page 35) to understand the level of partnership integration in communities. Foundry is currently expanding upon this work and developing a new tool, the Foundry Integration Measure (FIM) to help centres have a conversation about integration and measure how well they are doing in this area. The FIM provides a centre-level integration score and important information to guide centres towards optimal integration. This new tool is currently being tested and is open for feedback and refinement. FCO looks forward to working with each new centre to improve the FIM and its utility over time.

Community Development Techniques

Specific community development activities will depend on what is possible and desired within the community and will often rely heavily on strong communication pathways. The Tamarack Institute has created a resource for community-based organizations, [Index of Community Engagement Techniques](#) outlining several community engagement techniques that can be adapted for each organization’s unique needs. One technique which may be particularly informative in the early stages of planning is community mapping. Through a participatory process, the citizens of a community weigh in on the strengths and weaknesses of services available in their community, for example. Please visit the [Tamarack Institute website](#) for more information.

Tools and Resources

Supplementary materials (Appendix C)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- C.1 Partnership Self-Assessment Tool
- C.2 Template: Partnership Self-Assessment Report

Additional information found on the [Foundry website](#)

- C.3 Foundry Integration Measure (under development)

External resources

- Resource for community engagement techniques:
[Index of Community Engagement Techniques](#) (The Tamarack Institute)
- Example of successful partnership: [HELP website](#)

References

- [2] “Community development.” UNTERM. Retrieved May 25, 2020.

FCO Support

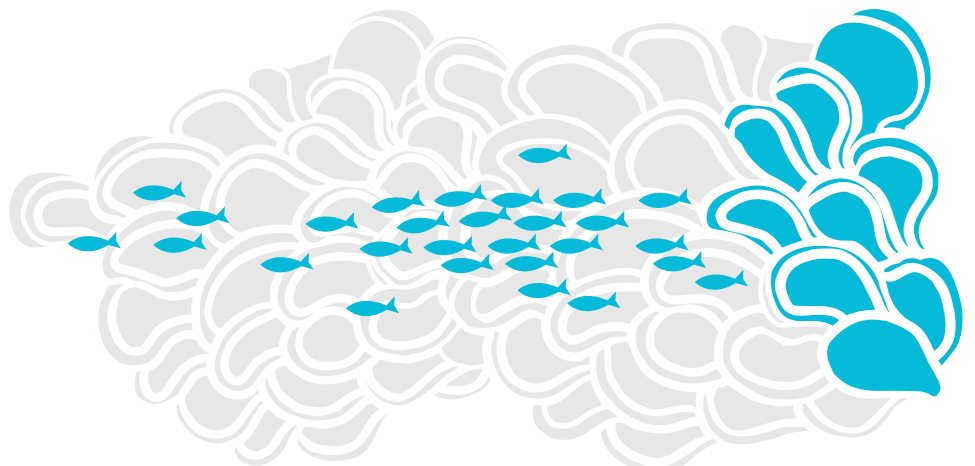


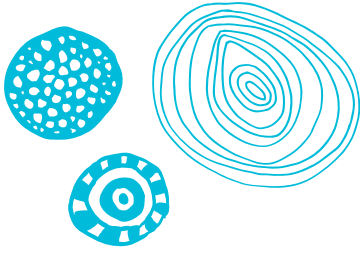
Krista Gerty

Director, Community Development

Foundry Central Office

kgerty@foundrybc.ca





SECTION 04

Master Operating Agreement Overview



Introduction

The Master Operating Agreement (MOA) is a legal document, signed by FCO and the Lead Agency that describes the shared goals and roles and responsibilities of both parties for the development, operation, and evaluation of a Foundry centre. The successful establishment of a Foundry centre necessitates a clear understanding of what is required from each of the parties in this formal collaborative partnership.

The MOA specifies the terms of the relationship including the obligations of the Lead Agency, and specific commitments with respect to, for example, services, youth and family engagement, reporting, evaluation, research, brand licensing, and information sharing.

The main objectives of the partnership, as described in the MOA, are the following:

1. | To implement a Foundry centre consistent with the vision, mission, values and principles of the overall Foundry initiative;
2. | To make services accessible to youth with regards to locations and hours of operation;
3. | To create youth-friendly service delivery environments;
4. | To encourage youth and family participation in service delivery design so that youth and families are involved in decision-making and strategic planning in order to minimize barriers to services;
5. | To provide a holistic approach to health and wellness to ensure that services are not exclusively focused on providing solutions to mental health and substance use concerns but also support solutions addressing physical health, educational, employment, and social concerns;
6. | To ensure that services provided are culturally safe;
7. | To implement a standardized evaluation framework integrated into all services, providing real-time performance feedback in order to support scaling and expansion of the system of care; and,
8. | To facilitate quality improvement and research initiatives to improve Foundry services and inform innovation for the purpose of enhancing services.

Lessons Learned

The MOA consolidates and refines all previous Foundry agreements and contracts into one overarching agreement and adds provisions for flowing annual operating funding to the Lead Agency. The MOA formalizes the reciprocal relationship between the Lead Agency and FCO, clarifying respective roles and responsibilities to achieve the goals of the Foundry initiative. The MOA includes clear reporting requirements that facilitate Lead Agencies to plan and understand expectations, and that increase FCO's accountability to government and funders, ultimately strengthening trust in the model.

The Lead Agency and FCO each have key roles and responsibilities within this partnership. A comprehensive list can be found in the template of the Master Operating Agreement (currently under development) but are summarized below.

Lead Agency

1. | Using a youth and family informed process, design and establish an accessible, youth-friendly Foundry centre, embedding youth and family engagement practices throughout;
2. | Operating the Foundry centre in a manner that adheres to the vision, mission and principles of the Foundry Initiative, including its core services;
3. | Committing to the use of the FCO "Toolbox" data collection system to support ongoing research and evaluation; and,
4. | Other responsibilities as described in the MOA.

Foundry Central Office (FCO)

FCO will be the integration, quality assurance and evaluation lead for the purposes of the new Foundry centre and the operational lead for the initiative overall. As such, FCO will oversee the development of and will facilitate the implementation and evaluation of the following:

1. | A shared Foundry communication strategy, including branding and marketing;
2. | An integrated stepped care model that includes e-health services;
3. | A stand-alone data collection system or systems, to provide a common assessment platform with data available to support both care providers at the Foundry centre and evaluation at FCO;
4. | Knowledge exchange and mobilization to facilitate the uptake of innovative practice and support effective integration of services at the centre; and,
5. | Other responsibilities as described in the MOA.

Key Activities

Review and Draft Master Operating Agreement

FCO and the Lead Agency will enter into a formal agreement within the first three months of planning the Foundry centre.

As a first step, the Lead Agency will be provided with the MOA for review with their board (if required). Schedules within the MOA will be discussed. During this review, the Lead Agency is encouraged to generate questions and raise any concerns or issues for discussion. The FCO will review all presented issues and concerns with the Lead Agency and the two parties will work together towards producing a final draft.

Sign Master Operating Agreement

The MOA will be sent to a lawyer for review, and once approved, will be signed by the Lead Agency and FCO.

Tools

Supplementary materials (Appendix D)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- D.1 Template: Master Operating Agreement (under development)

FCO Support



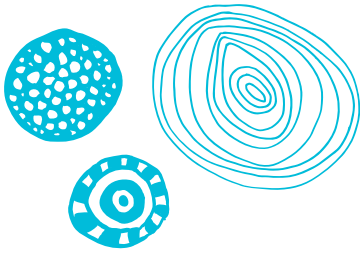
Krista Gerty

Director, Community Development

Foundry Central Office

kgerty@foundrybc.ca





SECTION 05

Youth and Family Engagement



Introduction

Foundry's vision is to transform access to services for young people aged 12–24 and their families in BC. This transformation is informed and made possible by meaningful engagement with the people we serve.

Supporting and valuing youth, family members as partners is fundamental to everything we do and is enabled through Foundry's youth and family engagement network. "Family" is defined uniquely by each young person. At Foundry, family is considered to be an integral part of a young person's circle of care. Family, whether natural or chosen, holds a significant role in supporting a young person, by fostering a sense of belonging and connection through their shared experience.

Foundry acknowledges youth, family, and members of the wider community as local and provincial champions and recognizes that their voices are key to enhancing service experiences of young people and families across BC.

The purpose of youth and family engagement is:

1. To incorporate the voices and perspectives of those with lived experience in all things related to the Foundry initiative;
2. To provide a formalized means for those who have accessed systems of care to inform and shape the delivery of health care and social services;
3. To ensure Foundry centres and provincial initiatives reflect and embody the Foundry brand experience, as shaped by youth and families; and,
4. To create opportunities for young people and their families to continue their journey as emerging advocates and leaders in their communities.

Meaningful youth and family engagement requires organizations to create space and opportunities for youth, family, and community members to provide input and inform decision-making. Organizations will know that they are engaging successfully when youth, family members, and others feel a sense of community, belonging, ownership, and appreciation.

Lessons Learned

At Foundry, we recognize the value and importance of incorporating the lens of lived experience and empowering young people—and we are not alone in doing so. This concept—working with young people and families as partners and drawing on their lived experience and expertise—is not new. In fact, BC’s Ministry of Children and Family Development (MCFD) began to develop a Youth Engagement Toolkit in 2009.

Youth engagement is described as the “meaningful participation and sustainable involvement of young people in shared decisions in matters which affect their lives and those of their community, including planning, decision-making and program delivery.”^[3] Through engagement activities, young people experience a sense of community connectedness, which research has demonstrated is a protective factor for youth health and wellness!^[4] We also know that engagement helps inform and enhance experiences across all levels of an organization including program development, policy and planning, service delivery, clinical education, quality improvement, evaluation, and research.^{[5][6][7]}

Foundry strives to help young people connect with resources to help them navigate their way to wellness and well-being. Part of the solution is creating opportunities for social connection, and Foundry’s youth engagement network offers this as a starting point. Foundry is equally committed to supporting families recognizing the interdependency between young people, families, and those who support them in community.

Importantly, while both engagement and peer support are founded on lived/living experience, they do represent different concepts within the Foundry model. Peer support is a core component of Foundry’s service delivery, which consists of Peer Support Workers working with youth and families as a part of the care team. Peer Support Workers are trained to deliver peer-based services and are employees of Foundry centres. Engagement includes activities related to giving feedback, adding the voice of lived experience, informing policies and practices, and shaping service delivery. Engagement opportunities are often through advisory committees and individuals are always compensated for their expertise and contributions.



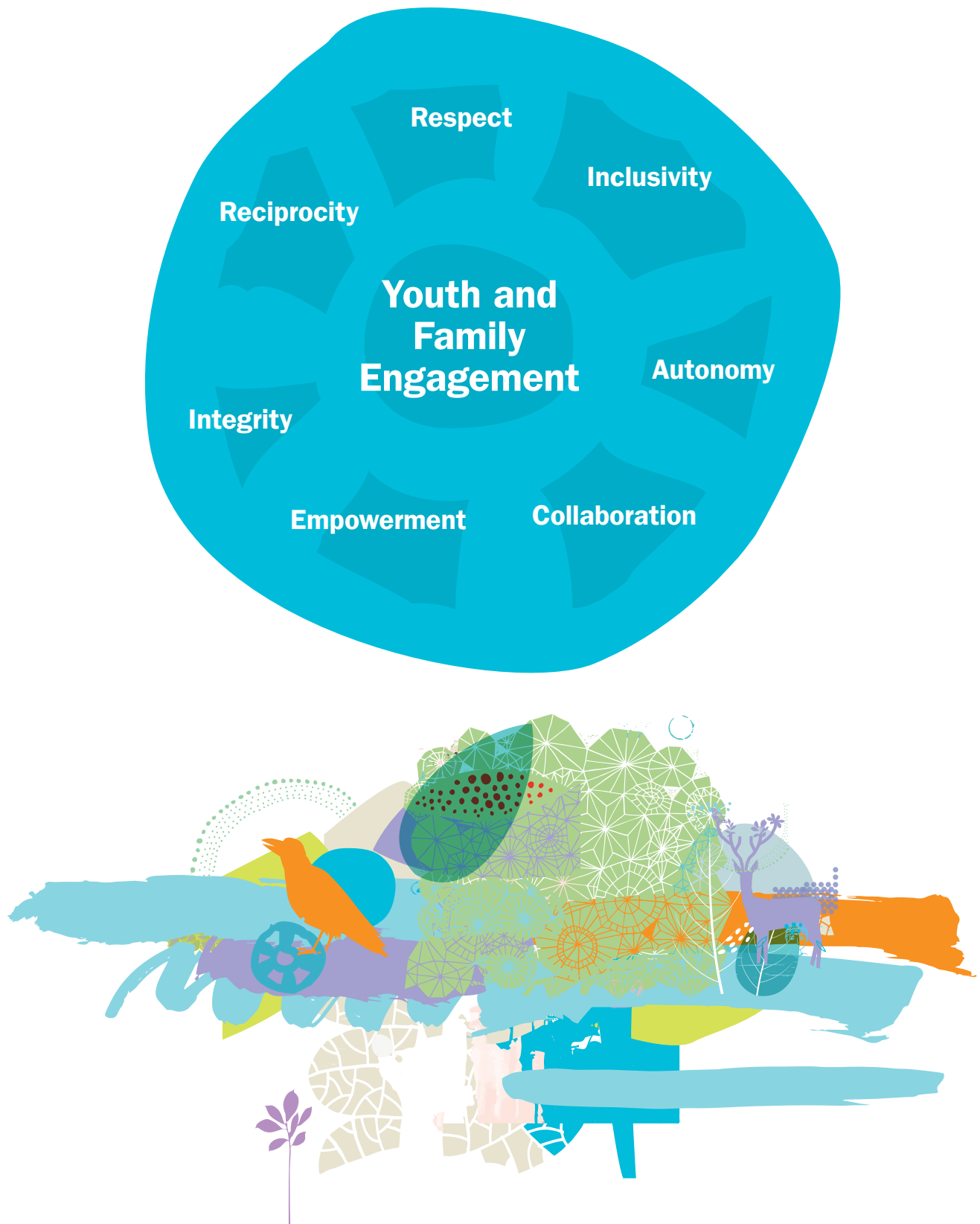
Engagement Practice Principles and Approaches

Practice principles ([Figure 1](#)) and approaches to engagement ([Table 3](#)) were developed by Foundry's provincial youth and family advisors in June 2018, at a gathering that brought together young people and family members involved in supporting Lead Agencies establish Foundry centres in their local community. The Foundry Youth and Family Working Group further evolved a model for Foundry's youth and family engagement strategy. The strategy is based on the practice principles depicted in [Figure 1 on page 44](#).

Engagement Practice Principles

- **Respect:** Foundry respects the diversity of individuals and communities and aims to find equitable solutions to all our work. We show that we value the unique contributions of all partners by respecting the expert knowledge of youth, families, and service providers. We learn and grow together through humility.
- **Autonomy:** Autonomy recognizes the unique contribution and strengths of individuals. Engagement happens over a continuum and, at its best, meets youth and families where they are. Autonomy respects the unique needs of each youth and family member and empowers them to seek opportunities best suited to them.
- **Collaboration:** Collaboration with youth and families is at the heart of Foundry's approach to engagement. Youth and families are recognized as equal partners in shared decision-making. Collaborating with those accessing Foundry services ensures that we are hearing directly from young people and family members. It opens a safe space to share information, exchange knowledge, and solve complex problems together.
- **Inclusivity:** Inclusivity is valuing youth and family members as equal partners in the work that we do. Being inclusive means being welcoming of youth and family members of any background or identity.
- **Reciprocity:** Reciprocity is defined as the practice of exchanging things with others for mutual benefit. It is a way to identify our responsibilities to each other in our work, and to develop reciprocal relationships between youth, families, and service providers.
- **Empowerment:** Empowerment creates a sense of ownership with the ability to use one's personal experience, skills, talents and assets. It is the opportunity to feel a part of decision-making and to have an impact on outcomes.
- **Integrity:** Integrity in meaningful engagement is the practice of honesty, consistency, and follow-through. It asks one to take ongoing responsibility for creating a safe, welcoming environment for youth and families. Integrity—the ability to follow through on promises and to prove one's word to be trustworthy—sparks stakeholders' interest in engaging further in future opportunities.

Figure 1: Engagement Practice Principles



Engagement Approaches

Drawn from Hart's ladder of engagement (1992), Foundry's Provincial Youth and Family Engagement network has developed an engagement framework to illustrate meaningful engagement approaches (see [Table 3](#)).

Table 3: Foundry's Engagement Approaches

Approach	Description
Co-Leading	To have youth and family members assume a leadership role in decision-making processes in collaboration with Foundry centre staff
Co-Producing	To work in an equal and reciprocal relationship with youth and family members to implement, deliver, and evaluate Foundry centre activity
Co-Designing	To work alongside and to create a plan with youth & families/ caregivers that meets the needs, expectations & requirements of those who participate & those who will be affected by the initiatives / project at hand
Involving	To work with youth and families to ensure voice and perspectives are included in various levels of decision-making
Consulting	To obtain feedback from youth and families for future decision-making
Educating	To provide opportunities for youth and families to learn more about their Foundry centre, the Foundry network, and also providing opportunities to build their capacity in areas of interest to them
Informing	To provide information to youth & families/ caregivers to let them know what has been decided & what is going to happen



Key Activities

The Lead Agency for a Foundry centre has a role in championing youth, family, and community engagement across all elements and services in their centre. When this engagement is done well, there are endless opportunities to improve outcomes for young people, families, and the wider community. This work is paramount to the centre's success. The Local Leadership Tables (LLTs), described under [“Governance” on page 26](#), ensure that the voices of those with lived experience are at the core of engagement practices at Foundry.

The following checklist was developed to guide a Lead Agency's efforts to establish meaningful youth and family engagement practices in a Foundry centre.

1. Preparation

- Consider human resources and organizational infrastructure supports: Who in the Lead Agency or the Foundry centre will be responsible for engagement? Do they have enough time set aside? Will any additional resources be required?
- Confirm funding is available for salary costs (if required) and other budget items such as meeting or events expenses, refreshments, honoraria, project expenses, travel, and so on. Youth and family engagement costs are allowable expenses for Foundry funding (see [“Use of the Foundry Operations Grant—Allowable Expenses” on page 94](#)).
- Review existing governance groups and determine what changes need to take place to support youth and family involvement, or what new groups need to be formed. For example, are LLT meetings held at a time of day when youth and family members are able to attend?
- Is the level of youth and family engagement new for the Lead Agency, community, or partnership? If yes, consider how to prepare staff and partners for this change. Ensure staff and partners are aware of the roles youth and family members will play in developing and operating a Foundry centre.

2. Recruitment and Establishment

- When establishing a new Youth Advisory Committee (YAC) or Family Advisory Committee (FAC), outline the purpose of the committee(s) and determine who will be recruited to ensure a diverse set of perspectives are engaged.
- Develop a recruitment process and supporting materials and share these with local partners and networks, including through social media and other communications channels, if available. Ensure youth and families inform this process and participate along the way.
- In early meetings, co-create a YAC/FAC terms of reference and community agreement to guide the work going forward (see [“Key Activities” on page 26](#), and [“Tools and Resources” on page 48](#)). The community agreement represents months of meaningful consultations, dialogues, and engagement activities with service providers, youth and families, and centre leads. To maximize its impact, centres are encouraged to participate in these activities to help develop a community agreement that is personal, tailored, and represents the unique ideals, values, and perspectives of the youth and families they serve.
- Determine honoraria guidelines and payment processes (see *E.8 Honoraria Guidelines* in [“Tools and Resources” on page 48](#)).
- As the YAC/FAC matures, develop additional policies and procedures—or embed changes into organizational policies and procedures—to support youth and family advisors taking part in activities as outlined in the terms of reference (e.g., hiring committees, honoraria).
- Youth and family members engaged in the YAC/FAC may have lived and living experience and will also be doing meaningful and sometimes difficult work. Ensure they are supported in maintaining their personal health and well-being. Support them in connecting with a peer youth worker or other ally.
- Establish a feedback loop to ensure the YAC/FAC’s input reaches staff members within the Lead Agency and partners who are able to make relevant decisions.
- Connect members of the YAC/FAC with Foundry’s provincial advisories and ensure that there is representation on Foundry’s provincial Youth and Family Engagement Working Group.

3. Ongoing developmental opportunities

- Support members of the YAC/FAC to pursue opportunities of interest to them, such as exploring career pathways or participating in training and professional development opportunities.
- Identify opportunities for wider system change, often in partnership with FCO, such as knowledge exchange activities, research opportunities, advocacy, and organizational development to support a culture of meaningful youth and family engagement.

Tools and Resources

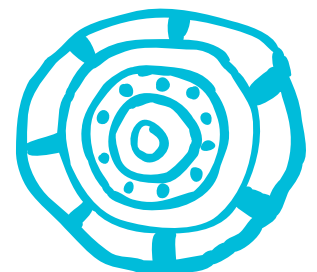
Supplementary materials (Appendix E)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- E.1 Information Sheet: Engagement Roles and Responsibilities
- E.2 Foundry Centre Engagement Standards
- E.3 Template: Youth Advisory Committee Recruitment Poster
- E.4 Template: Community Agreement
- E.5 Template: Youth Advisory Committee Meeting Agenda/Notes
- E.6 Template: Community Engagement Plan (under development)
- E.7 Example: Foundry Prince George Community Agreement

Additional information found on the [Foundry website](#)

- E.8 Honoraria Guidelines
- E.9 Media and Public Speaking Guidelines
- E.10 Youth Travel Package
- E.11 INNOVATE Research: Youth Engagement Guidebook for Researchers



References

- [3] Smith, A., Peled, M., Hoogeveen, C., Cotman, S. and the McCreary Centre Society (2009). *A Seat at the Table: A Review of Youth Engagement in Vancouver*. Vancouver, BC: McCreary Centre Society.
- [4] Government of British Columbia, Family Mental Health and Substance Use Task Force. (2015). *Families at the centre: Reducing the impact of mental health and substance use problems on families developed by the family mental health and substance use task force: a planning framework for public systems in BC*. www2.gov.bc.ca/assets/gov/health/managing-your-health/mental-health-substance-use/child-teen-mental-health/families_at_the_centre_full_version.pdf
- [5] Law, M., Rosenbaum, P., King, G., King, S., Burke-Gaffney, J., Moning-Szkut, T. ... Teplicky, R. (2003). *Family-centred service sheet 3: How does family-centred service make a difference?* Hamilton, ON: CanChild Centre for Childhood Disability Research, McMaster University. www.canchild.ca/system/tenon/assets/attachments/000/001/267/original/FCS3.pdf
- [6] Burton, M., Cohen, A.K. & Jain-Aghi, S. (2014). Family partners improve early childhood mental health services. *Psychiatric Services*, 65(11), 1376. doi.org/10.1176/appi.ps.651002
- [7] Heffernan, O. S., Herzog, T. M., Schiralli, J. E., Hawke, L. D., Chaim, G., & Henderson, J. L. Implementation of a youth-adult partnership model in youth mental health systems research: Challenges and successes. *Health Expectations*, 20(6), 1183–1188. onlinelibrary.wiley.com/doi/full/10.1111/hex.12554

FCO Support

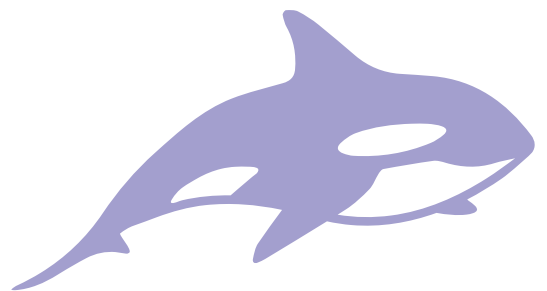


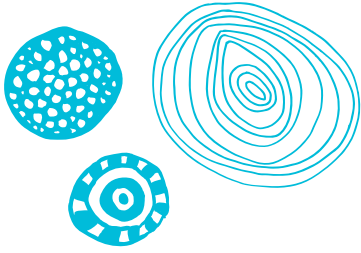
Stephanie Gillingham

Leader, Program and Policy Development

Foundry Central Office

sgillingham@foundrybc.ca





SECTION 06

Communications and Branding



Introduction

Introducing a new Foundry centre to its community is an exciting and important task that requires a thoughtful communication plan. Sharing the overall vision of Foundry and its potential to change the way young people access health and social services in a community needs to be a Lead Agency's top priority as the Foundry model is introduced and implemented.

There are a number of communication channels that can be used to ensure messages are reaching key audiences, including partners, community members, young people and families, local and provincial government, and potential funders and donors.

It is imperative that a Lead Agency's efforts are coordinated and organized. It is imperative to be clear about what is being communicated and to understand whom each message is for. How would these groups like to receive information? Which channels are they most likely to engage with? Creating a communication plan is a great way to ensure communication is as clear as possible to the right audiences at the right time.



The Foundry Brand

The Foundry brand was co-developed with our Lead Agencies, their partners, and youth and family members from across BC and Canada. The Foundry brand will ensure that youth and families across BC know where to find help.

In 2016, in partnership with our initial six Lead Agencies, FCO engaged Lead Agencies, partners across the province, national networks, and youth and families, including Indigenous communities, in a comprehensive branding exercise. The results are captured in the Foundry Brand Story (see [“Tools and Resources”](#) on page 57).

This year, FCO is working to refine Foundry’s brand—including its vision, mission and values—and establish how to clearly communicate to young people, families and other key stakeholders across BC. This work will engage youth, families, Lead Agencies and Indigenous and non-Indigenous partners across the province and will inform the strategy to embody the refined brand across the Foundry network, ensuring it is culturally responsive, is grounded in Indigenous values, and is respectful of Indigenous ways and knowledge systems.

Foundry’s brand is integral to our vision and our goal of ensuring that youth and families throughout BC know where to go to find help. Our brand ensures that a client’s experience in every Foundry centre is as consistent, high-quality, and youth-friendly as possible. It also allows our entire network to benefit from shared, province-wide communications activities.

As part of our overall brand implementation, Foundry centres are named consistently in the format “Foundry Community Name”: Foundry Kelowna, Foundry Campbell River, and Foundry Vancouver–Granville, for example. Lead Agencies are recognized as “operating” Foundry centres (e.g., Foundry Campbell River—operated by the John Howard Society of North Island).

Centres are expected to follow Foundry’s branding guidelines and standards. FCO provides branded tools and templates to our Lead Agencies. These include space plan requirements, furniture guidelines, business card and letterhead templates, and interior and exterior design and signage graphics, among other materials. Lead Agencies are responsible for implementing the Foundry brand in their centres and for related costs, such as printing.

Each Foundry centre has a page on the Foundry website and can have a local Facebook or Instagram channel consistent with Foundry’s branding and social media guidelines (see [“Tools and Resources”](#) on page 57).

Lessons Learned

Communication tools come in a variety of shapes and sizes. From word of mouth and social media to newsletters, there are a number of ways an organization can communicate with their key audiences. Below are key communication tools successfully developed and used by FCO and Foundry centres and the audiences for which they can be used. Targeting messages to audience groups is a great way to be strategic and communicate effectively.



Communication Plan

This is a “living” document that is continuously updated and adjusted as new information becomes available. This plan outlines who is being communicating to, what is being communicated, and how and when it is best to do it.



Webpage

Each centre has a designated webpage on [foundrybc.ca](https://foundrybc.ca/kelowna) (see, for example, foundrybc.ca/kelowna). The goal of this webpage is to provide visitors with the information they need about the centre, with the ultimate goal of driving young people to the centre. Open hours, services offered, schedules ,and more are typically housed on this webpage. Prior to a centre opening, progress updates and engagement opportunities can be posted.



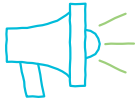
Newsletters

Email newsletters keep young people, partners, funders, and communities up-to-date with what is happening at the centre. By selecting the right content, audiences remain engaged and informed on topics such as services, special events, and even staff profiles.



Social Media

Social platforms such as Facebook, Instagram, Twitter, TikTok, SnapChat, and LinkedIn help a Foundry centre connect with young people, families, partners, and stakeholders to increase awareness of Foundry in the community and to boost visits to a centre.



Media Relations

Media relations help to raise awareness of Foundry, build credibility, manage reputation, and strengthen community relations. Community-based media outlets can be contacted with ideas about promoting an event, service, or funding announcement.



Google My Business

Google My Business is a free and easy-to-use tool for businesses and organizations to manage their online presence across Google, including Search and Maps. By verifying and editing an organization's business information, young people will be able to find and obtain information about a Foundry centre.



Events and Conferences

Events and conferences can drive visits to centres, build the Foundry brand, spread awareness about a Foundry centre and what services are provided, as well as help establish connections between the centre and its clients and community.



Promotional Material and Swag Items

Promotional materials are great communication tools. A brochure at reception outlining the services available at Foundry, or a one-pager make it easy for school counsellors to refer students. What information a target audience receives should be considered carefully. Swag items help make Foundry stand out and engage young people, families, and partners. Swag can come in a variety of mediums but be sure to choose something the main audience will be able to use on a regular basis.

Key Activities

Table 4 below outlines key tasks and responsibilities for each communication tool, who is responsible, what supports are available from FCO, and the recommended frequency of each task. Please note that this is not an exhaustive list.

Table 4: Foundry's Communication Tools Guidelines

Key Tasks	Responsibility		Frequency
Strategic Documents	Create a Communication Plan; identify key goals, objectives, audiences, and evaluation tools	Foundry centre to create in collaboration with FCO Communications Lead	Annually or as required
	Provide static key messages and boilerplate on Foundry model	FCO Communication Lead; to provide to Foundry centres upon request	As required
	Develop specific key messages	Foundry centre to create in collaboration with FCO Communication Lead	Develop as needed (pre-centre opening progress updates, unexpected centre closures, funding announcements, etc.)
Website	Identify webpage goals and key audiences as identified in Communication Plan	Foundry centre to identify	Annually
	Develop centre webpage on foundrybc.ca	Foundry centre staff Training and support from FCO Communications Coordinator	As required
	Post news stories & events on webpage as necessary	Foundry centre staff Support or consultation from FCO Communications Coordinator	Create for newsworthy events, announcement, etc.
	Evaluation—how to evaluate progress toward goals	Foundry centre staff Support from FCO Communications Coordinator	Quarterly
Newsletters	Identify newsletter goals and key audiences as identified in Communication Plan	Foundry centre to identify	Annually
	Create content and send newsletters	Foundry centre staff Support from FCO Communications Coordinator	Foundry centre to determine frequency based on newsletter goals
	Evaluation—how to evaluate progress toward goals	Foundry centre staff Support from FCO Communications Coordinator	Quarterly

Key Tasks		Responsibility	Frequency
Social Media	Identify social media goals and key audiences as identified in Communication Plan	Foundry centre staff to identify	Annually
	Create content calendar	Foundry centre staff Support from FCO Communications Coordinator & Digital Media Coordinator	Ongoing
	Foundry Network Social social meetings	Centre social media manager to attend 1-hour network-wide call monthly Communications Coordinator & Digital Media Coordinator to lead	Monthly
	Create posts and publish on channels. Engage with followers via comments and direct messages	Centre social media manager to create content and publish	Ongoing
	Evaluation—how to evaluate progress toward goals	Foundry centre staff Support from FCO Communications Coordinator and Digital Media Coordinator	Quarterly
Media Relations	Reach out to media regarding noteworthy news and announcements	Foundry centre staff to work with FCO Communications Lead on news stories, opening media events, press releases or key messages as required	Foundry centre's discretion
	Media inquiries regarding Foundry	Foundry centre staff to inform FCO Communication Team and work together on article positioning, key messages, etc.	As required
Google Business	Set up Google My Business for Search	Foundry centre staff Support from FCO Communications Coordinator	Set up during Onboarding, revisit as necessary (when business hours change, etc.)
	Set up Google My Business for Maps	Foundry centre staff Support from FCO Communications Coordinator	Set up during Onboarding, revisit as necessary (if location changes, etc.)
	Monitor Google reviews	Foundry centre staff Support from FCO Communications Coordinator	Ongoing
Events & Conferences	Identify and host community events	Foundry centre staff	Ongoing
	Identify existing events and conferences to attend as vendor or booth	Foundry centre staff Notify FCO if event is Provincial or National in nature	Ongoing
Promotional Material and Swag items	Identify materials and items that would be appreciated by young people in community (to be distributed in centre, community events, etc.)	Foundry centre staff	Ongoing

Tools and Resources

Supplementary materials (Appendix F)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- F.1 Information Sheet: Foundrybc.ca Website
- F.2 Template: Communications Plan
- F.3 Template: Centre Opening Media Event Planning
- F.4 Example: Foundry Ridge Meadows Draft Communication Plan
- F.5 Example: Foundry Ridge Meadows announcement

Additional information found on the [Foundry website](https://foundrybc.ca)

- F.6 Foundry Brand Story
- F.7 Foundry Brand Guidelines (under development)

FCO Support



Rebecca Sharma

Communications & Development Lead
Foundry Central Office

rsharma@foundrybc.ca

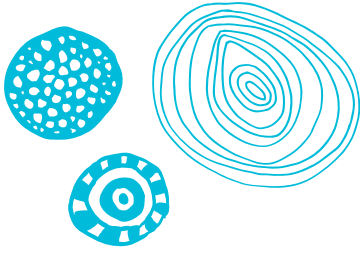


Stefanie Costales

Communications Officer
Foundry Central Office

scostales@foundrybc.ca





SECTION 07

Capital Development



Introduction

Foundry is a provincial brand, but each centre is meant to be a local creation, with a strong sense of ownership and leadership from local service providers, youth, parents, and families. While centres across the province provide a consistent and accessible Foundry client experience, each individual centre is also recognizably local and a reflection of the people it serves.

From concept to completion, the development of a Foundry centre is a multi-phase process that requires sharp attention to detail and broad stakeholder and partner engagement, including youth and family members. Your capital contract will provide the details of the capital funding agreement between the local Lead Agency and Providence Health Care (FCO's host institution), including the amount of grant funding supplied for the establishment of a physical space and the Lead Agency's obligations. However, Lead Agencies and their local community are not in this alone. FCO's tools, processes, and staff are here to support the successful creation of each new Foundry centre.

Lessons Learned

FCO has worked in partnership with 11 communities across BC to support the planning and start-up of Foundry centres that are fully operational, and that deliver integrated youth health services to young people ages 12 to 24. Youth and their families are the secret ingredient to making a new Foundry centre's capital project successful. Including youth and their families from start to finish—conception to evaluation—is what makes the difference between a centre that is yet another clinic, or something that is truly unique and captures the hearts and minds of a community. At Foundry, we endeavor to create centres that break down barriers to the accessibility of services and are truly conducive to the endeavour of creating and maintaining wellness.

Charrette Process

On October 5, 2016, a facilitated design charrette took place with 20 youth, families and service providers from Foundry's five initial Lead Agencies. The goal of the process was to inform the creation of a set of guiding design principles that would serve as a framework for the design of individual Foundry centres across BC. The session engaged youth and families (service users) as well as service providers on their thoughts and desires about the physical space and interior design of the integrated youth health centres.

Themes

Ten themes, representing the thoughts and insights of the participants, emerged through this process. A selection of recommendations is highlighted below:

- **Reception Experience:** Participants suggested that the reception area consist of approachable and friendly front desk staff and that separate entrances for youth/families and staff be provided.
- **Light and Colour:** Participants expressed a preference for natural lighting throughout all spaces as well as the use of dimmers, skylights, and lighting sensors.
- **Furniture:** Friendly, non-institutional furniture with soft edges was recommended as well as the provision of seating in nooks for privacy.
- **Counselling/Care Rooms:** These rooms should provide privacy and comfort and there should be multiple seating options available for youth so as to provide choice.
- **Adjacencies:** Participants recommended quiet spaces near the reception area and gender-neutral washrooms.
- **Signage and Wayfinding:** It was suggested that graphics be used on signage to provide discretion and that digital tours of centres be created.
- **Access to Nature:** Participants agreed that themes of nature, including gardens and courtyards, be woven throughout the design of the centres.
- **Care Provider Spaces:** These spaces should bring a sense of home into the clinical setting (e.g., family-style kitchen, close to a garden).
- **Youth Artistic Expression:** Participants suggested having a creative resource library in centres as well as adding whiteboards and youth by art on walls as a way to promote youth expression.
- **Program and Activity Suggestions:** Suggestions for programs and activities included childcare, puzzles, games, fidget spinners, showers, classes (e.g., yoga, cooking, gardening), clothing exchange, and more.



Design Principles

Building on the main themes identified through the design charrette process, the following design principles represent the inter-connected reference points that govern and influence how we shape the physical space of our centres (see [Figure 2 on page 62](#)).

1. Accessibility

- Breaking down barriers to accessing services
- Accessibility features for persons with physical disabilities
- Environmental needs of persons with anxiety, autism, and other mental health needs

2. Safety

- Violence prevention, mitigation, elimination, and response
- Furniture, doorways, means of egress
- Electronic systems for code white, security cameras, etc.
- Infection control standards

3. Privacy

- Connected to safety and accessibility
- Includes confidentiality

4. Quality

- Connected to safety
- Flexibility
- Integration
- Operational efficiency

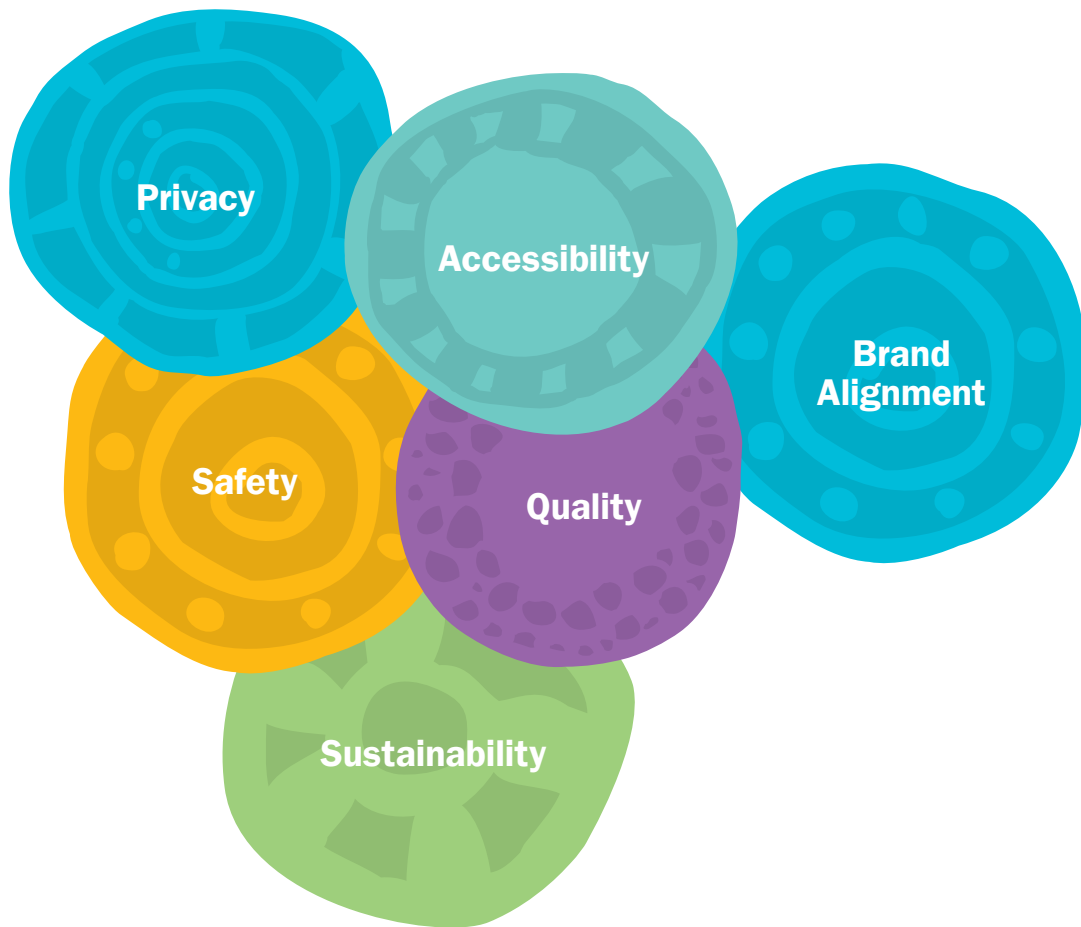
5. Brand Alignment

- Youth and family engagement regarding décor and furniture
- Branded elements follow current Foundry brand guidelines
- Consistent client experience across centres

6. Sustainability

- 10+ years target lifespan of all elements before another capital budget is required for a renovation or refurbishment.

Figure 2: Foundry Design Principles



Key Activities

Project management is essential to the success of any capital project. The plan for a capital project includes a budget, a schedule, a scope of work, and a desired level of quality. These are vulnerable to the negative impacts of insufficient planning and inadequate execution. For this reason, it is essential to plan carefully and adhere to the plan for the duration of the project.

There are 4 phases involved in the planning of the capital project:

- Phase 1: Initiating the Project
- Phase 2: Planning
- Phase 3: Design
- Phase 4: Construction, Moving-in, and Post-Occupancy

Phase 1: Initiating the Project

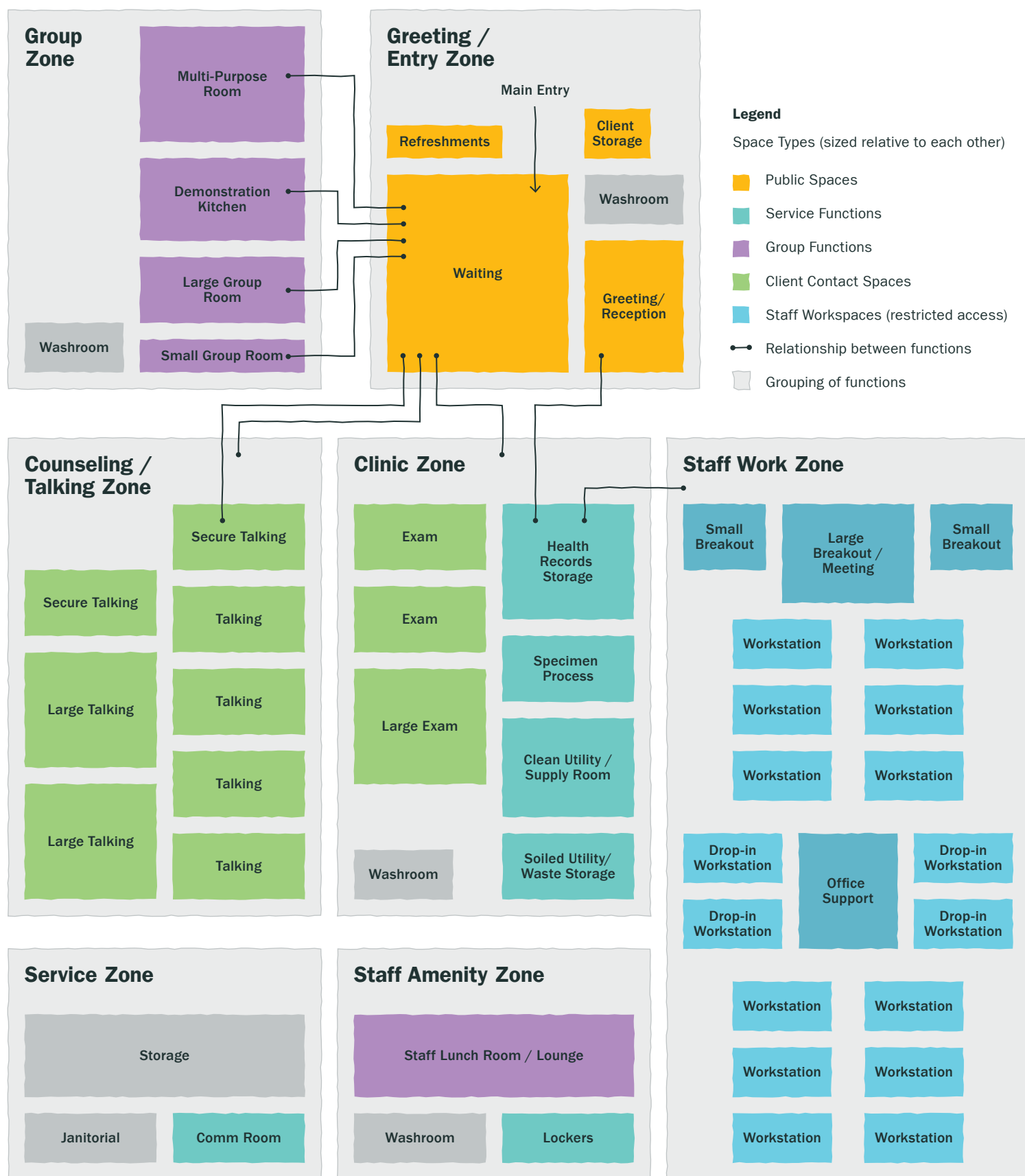
The Project Charter is an essential product of the project initiation phase (see [“Tools and Resources”](#) on page 21). For the capital project, it is necessary to identify a project manager and define the role for this project, with consideration for the amount of support required from FCO. If there are going to be capital project meetings in addition to the regular services-oriented project management calls, identify the team members that will be required for those meetings.

Phase 2: Planning

Scope, resources, and timelines are identified in the planning phase. The size and features of the new centre are constrained by the capital budget and real estate available in the community. Partners are identified and engaged by way of a partner engagement plan.

- 1. Partner Engagement Plan:** Identifies all partners impacted by the project directly or indirectly, details the level of engagement for each, details the schedule and format of that engagement, and details the expected work product derived from that engagement. Further, the plan identifies internal and external partners, then describes the way in which they will be engaged for this project. (See [“Assessment of Integration”](#) on page 34, and [“Key Activities”](#) on page 46 for more information about engaging partners.
- 2. Capital Budget:** Provides an accounting of available monetary resources that are to be applied to one-time costs associated with the capital project. This is distinct from the operations budget, which is an annual recurring budget for program delivery.
- 3. Real Estate:** The size, scope, and quality of a new Foundry centre is partly determined by the amount of funds in the operations budget that may be assigned to occupancy expenses, and the available real estate in the community. If a suitable site has not been selected from the outset (e.g., an agency-owned building that meets all requirements), then a *SWOT Analysis for Site Selection* worksheet developed by FCO may be used to help inform site selection.
- 4. Functional Program:** Describes functional and spatial requirements for the centre, informing schematic design. A functional program includes: (1) principles of planning, assumptions, and constraints; (2) service, program and staffing needs; (3) zones of activity; (4) functional relationships between zones of activity to accommodate workflow; and, (5) design principles, objectives, and requirements. A sample functional relationship diagram is depicted in [Figure 3 on page 64](#) and examples are provided upon request.

Figure 3: Foundry Sample Program Functional Relationship



Phase 3: Design

Overview of Process

The design package for a centre includes the construction drawings for municipal permits and for tendering proposals for construction services. The project team reviews drafts of the schematic design with the service implementation team before bringing a final draft to the wider partner audience for feedback. Once a design is approved, it may go to tender through a typical request for proposal (RFP) process unless another process has been approved. A review of proposals may lead to changes to the budget and/or schematic design if early cost estimates are found to be significantly erroneous. It is of critical importance to have reasonable certainty that the design meets all requirements and can be produced on-time and within budget before executing the project. Changes are expensive while a capital budget of donated funds is inflexible.

When the final schematic design, budget, and schedule are complete and signed-off, the construction contract can be awarded, and the design may be presented to the general public through a town-hall event for community stakeholders and donors.

Design Standards

There are minimum centre design standards to be considered for each of the categories outlined below, as required by FCO. Regional health organizations or authorities having jurisdiction may have additional requirements. More detailed information about the specific requirements to achieve these standards can be found in the *G.7 Guide and Specification for Foundry Centre Facilities Development* in [“Tools and Resources” on page 66](#).

1. Infection Prevention and Control
2. Safety, Violence Prevention
3. Privacy and Confidentiality
4. Light and Lighting
5. Interior Paint, Exterior Signage, Interior Graphics, Donor Recognition
6. Furniture, Fixtures, Equipment, and Storage
7. Information Technology
8. Youth Artistic Expression
9. Cultural spaces (e.g., spaces to accommodate ceremonial activities)
10. Zones of Activity: (i.e., greeting zone, group zone, talking zone, clinic zone, staff work area, staff amenity zone, and a zone for miscellaneous services and needs (e.g., Cultural / Indigenous spaces; laundry; music room, etc.)

Phase 4: Construction, Moving-in, and Post-Occupancy

After designing a new Foundry centre, the next steps are determined by a site-specific project plan that includes RFP for construction services, final approvals, executing the construction phase, change order management, project close-out activities, and turnover.

Six to twelve months after operations begin at a new centre, the capital project team reconvenes for a Post-Occupancy Evaluation to review outcomes and record lessons learned. This information is incorporated into updated documentation and project tools at FCO for the development of future centres.

Tools and Resources

Supplementary materials (Appendix G)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- G.1 Template: Project Schedule
- G.2 Template: SWOT Site Selection Worksheet (5 pages)
- G.3 Example: Functional Program (available upon request from FCO)
- G.4 Example: Schematic Design (available upon request from FCO)
- G.5 Template: Capital Budget (available as downloadable Excel file on the [Foundry website](https://foundrybc.ca))

Additional information found on the [Foundry website](https://foundrybc.ca)

- G.6 Design Charrette Findings
- G.7 Guide and Specification for Foundry Centre Facilities Development
- G.8 Environmental Graphics Guidelines

FCO Support



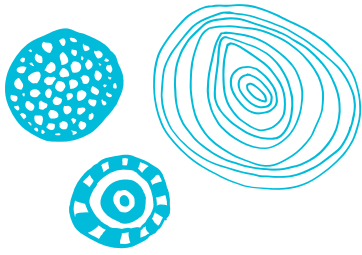
Robert McRudden

Project Manager, Capital Projects

Foundry Central Office

rmcrudden@foundrybc.ca





SECTION 08

Philanthropy and Fundraising



Introduction

Foundry is an initiative conceived with, and driven by, philanthropy.

Our funding model is designed to optimize revenues and outcomes—with the provincial government providing start-up capital grants and operating dollars, and donors and foundations providing funds for research, program development, identified gaps, innovative new projects, and other one-time or term-limited needs.

During the onboarding phase and once planning is underway for the capital build of a Foundry centre, Lead Agencies will often launch a fundraising campaign to address any gaps in their capital and operational budgets. On average, each centre raises approximately \$1–2M through local philanthropy over a period of 12 to 16 months. Some Lead Agencies have a fundraising professional on staff to plan and execute this campaign; others identify and work with a fundraising partner, such as a hospital or community foundation, to realize their target. While each community approaches their fundraising efforts a little differently, they all receive hands-on support from both FCO's Communications Team and our Development and Philanthropy Lead ("Philanthropy Lead").

This campaign not only raises the required funds for a new centre—it also creates greater awareness of Foundry in the local community and provides local community members, foundations and businesses with meaningful opportunities to engage with and support the Lead Agency's work. Further, once the new centre's Youth and Family Advisory Committees are operationalized, they will provide important input into the fundraising plans and efforts. Across the province, we have seen first-hand how communities step up to generously support and embrace their own Foundry centre with gifts of time and resources. This support from the ground up galvanizes community engagement and investment in a local Foundry centre and helps build momentum in the lead up to the new centre's opening day.

Lessons Learned

Foundry Fundraising Campaign Framework

Foundry was made possible through strategic partnerships with donors dating back to 2007 when donors to St. Paul's Foundation provided seed funding to create Providence Health Care's Inner City Youth Program (ICY). Since that time, FCO has developed a fundraising campaign framework to assist Lead Agencies to develop a strategy, timeline and action plan to raise the funds required to support of the establishment of a Foundry centre in a community, including funds for capital, operational and/or innovation needs. Please note that Lead Agencies must be Registered Canadian Charities in order to raise funds and issue charitable receipts. Agencies that do not have charitable status (e.g., health authorities) may be able to partner with local charities (e.g., hospital foundations) in order to fundraise.

Campaign definition

A fundraising campaign is a targeted fundraising effort that takes place over a defined period of time. Typically, there are two overarching phases of a campaign: (1) a quiet phase and (2) a public phase. During the quiet phase, up to 80% of the funds required are raised through major gift strategies, with the balance raised through annual giving activities.

Major gift fundraising often requires building one-on-one relationships with individuals, corporations, and foundations to personally solicit donations of approximately \$25K+—although the value of a major gift will vary from organization to organization. Most major gift donor asks begin by understanding their “LAI,” meaning: their “linkage” to Foundry (i.e., donor’s location, relationship with someone linked to Foundry, etc.); “ability” (i.e., philanthropic capacity, gifts to other similar organizations, etc.); and “interest” (i.e., connection to or an interest in Foundry, youth, mental health, peer support, etc.). Some major gift donors may be interested in learning more through a casual conversation or attendance at an event, while others may request printed materials such as a Case for Support, or the completion of a formal grant application.

Annual giving strategies secure donations across a broad range of programs and activities. Examples include gifts made through direct mail, fundraising events, independent community events, online fundraising campaigns, and more.

Other donation examples include the following:

- **Corporate donations:** monetary contributions from a corporation, without any advertising or commercial benefits. Funds are donated freely, and an official charitable tax receipt is issued.
- **Corporate Sponsorship:** when a business or individual makes a donation and in return receives advertising or promotion of its brand, products, or services at an event or on a website. The strategy is to build a link in the target audience’s mind between the sponsor and a highly valued organization or event to win consumers. A transaction receipt and acknowledgement receipt can be formally issued.
- **Donations (or Gifts) in Kind:** non-cash gifts or gifts of property such as gift certificates, gift cards, wine, gift baskets, artwork, equipment, media, or promotional benefits.
- **Cause Related Marketing:** Initiatives that relate to businesses or individuals who sell a product or service and donate a portion of proceeds from the sale.

Campaign materials

To support fundraising efforts, communities may wish to develop some or all of the following campaign materials (templates and examples are provided in Appendix H, see [“Tools and Resources” on page 73](#)):

- **Case for support:** a compelling and straightforward document that tells prospective donors what an organization hopes to accomplish with philanthropic support.
- **Summary page:** a simplified version of the case for support that summarizes the impact philanthropic support will have in building and sustaining the community's Foundry centre.
- **Deed of Gift or Pledge:** A deed of gift or pledge is a signed legal document that voluntarily and without recompense transfers (or promises transfer of) ownership of real, personal, or intellectual property—such as a gift of materials—from one person or institution to another.
- **Website or webpage:** Lead Agencies or their fundraising partners will want to create an online presence for the campaign, including an online donation form.
- **Direct mail:** Some organizations will mail a letter, along with a pledge or donation card, either to their own mailing lists or to targeted postal codes within their community.
- **E-blasts:** Some organizations will send an email with a link to their online donation page using their own mailing lists and can ask established partners to do the same.
- **Media announcements:** Earned and paid media coverage can be a great way to raise awareness of Foundry and can contribute to fundraising efforts. FCO will work with in partnership with Lead Agencies to develop a communications strategy.
- **Pledge or donation cards:** a simple form filled out by donors to either provide payment details or to specify details regarding their commitment and support for the campaign.
- **Proposals:** a customized proposal for major gift prospects that speaks more specifically to an element within the campaign the donor is interested in supporting.

Your Foundry campaign team

The campaign fundraising team members will vary from community to community, depending on the size and scope of the Lead Agency's organization and campaign. The team may consist of the following:

- Lead Agency fundraising representative (or Lead Agency's fundraising partner, such as a hospital or community foundation)
- Lead Agency Executive Director
- Communications support through Lead Agency and FCO
- Volunteer fundraisers (often times community leaders will provide fundraising support as volunteers)
- Youth and Family Advisory Committees (to provide input into key messaging and campaign materials, donor recognition plan, prospect list, and fundraising activities)
- FCO Philanthropy Lead as a resource and support throughout campaign development and execution

Key Activities

Foundry Fundraising Campaign Timeline

Table 5 on page 72 is meant to be a chronological campaign guideline and is loosely based on previous Foundry campaigns and best practices. A campaign timeline, which may be 1–2 years in duration, will depend on many variables and will need to be adjusted accordingly.

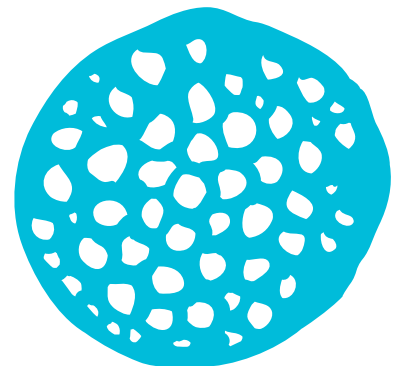


Table 5: Fundraising Campaign Guidelines

Action	Responsible	Considerations
Establish fundraising target	Lead Agency Executive Director	The best starting point for a fundraising plan is with the end point in mind: what is the overall fundraising goal to establish Foundry in the community? Does the goal only include funding required for capital, or is it possible to raise additional funds to support operations or innovation? Important to weigh this goal against the list of prospective donors to ensure the fundraising target is realistic.
Develop gift chart to determine number of prospects required and at what level	Lead Agency Fundraising Representative	<p>A gift chart is a useful planning tool that helps illustrate how many gifts will be required at specific giving levels, and approximately how many prospective donors will be needed to realize those gifts.</p> <p>For many capital campaigns, Lead Agency's will likely receive up to 80% percent of their goal from only 20% of their donors. This ratio will vary from community to community.</p>
Develop pipeline of prospective major gift donors	Lead Agency Fundraising Representative & Lead Agency Executive Director with support from FCO and volunteers	<p>The pipeline of prospective donors is a list of individuals, corporations and foundations with Linkage to the Lead Agency or the campaign; the Ability to make a major gift, and an Interest in supporting Foundry (LAI).</p> <p>This list of prospects can be generated by reviewing the database of existing donors, through prospect research, and by working with volunteers (including the Lead Agency's board of directors, if applicable) and donors to identify prospects in their own networks.</p>
Develop fundraising plan & timeline	Lead Agency Fundraising Representative with support from FCO and the Youth and Family Advisory Committees	A fundraising plan may or may not include the components identified in this Action Plan, with a specific timeline assigned to each activity based on the realities of the pipeline and the strategies that best suit the community and donor demographic.
Develop campaign materials	Lead Agency Fundraising Representative with support from FCO and your Youth and Family Advisory Committees	Examples of campaign materials: case for support, one-pagers, proposals, pledge or donation cards, deed of gift or pledge, website, direct mail, e-blasts, etc.
Active cultivation and solicitation of donor prospect list	Lead agency Fundraising Representative and Lead Agency Executive Director with support from FCO and volunteers	Quiet Phase: During the quiet phase, up to 80% of the funds are raised through major gift strategies, with the balance raised through annual giving activities. Typically, major gift fundraising requires building one-on-one relationships with individuals, corporations and foundations to personally solicit donations \$25K+. There may also be grant applications at this level.
Plan and execute annual giving activity	Lead agency Fundraising Representative and Lead Agency Executive Director with support from FCO and volunteers	Public Phase: Examples of annual giving activities include direct mail, fundraisers, independent community events, online campaigns, etc.
Recognize & steward your donors	Lead agency Fundraising Representative and Lead Agency Executive Director with support from FCO	Upon successfully reaching the fundraising target, the Lead Agency should begin coordinating recognition activities including but not limited to establishing a donor wall in the new centre and donor recognition plaques for major donors, to be installed in rooms throughout the centre. See “Tools and Resources” on page 73 for templates.

Tools and Resources

Supplementary materials (Appendix H)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- H.1 Prospect Management Practice Guidelines
- H.2 Gift Acceptance Practice Guidelines
- H.3 Donor Recognition Practice Guidelines
- H.4 Sample: Case for Support
- H.5 Sample: Web page
- H.6 Sample: Gift Chart
- H.7 Sample: Pledge or Donation Cards
- H.8 Template: Donor Wall
- H.9 Template: Standardized Donor Plaque

FCO Support



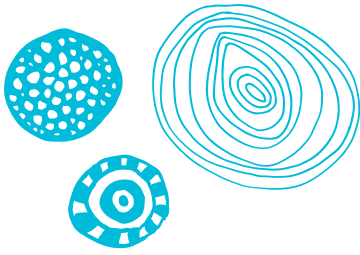
Rebecca Sharma

Communications & Development Lead

Foundry Central Office

rsharma@foundrybc.ca





SECTION 09

Centre Services and Operations



Introduction

Foundry centres in BC are community-based, integrated youth services centres providing five core service streams under the Foundry brand: (1) primary care, including physical and sexual health, (2) mental health, (3) substance use, (4) youth and family peer supports, and (5) social services (see [Figure 4 on page 76](#)). The term “integrated” means that these services are not merely co-located, but are working collaboratively, together in an integrated approach, with shared pathways for care and information (see [Figure 5 on page 77](#)). Foundry’s service model brings culturally-responsive services from across the continuum of care together to treat a young person holistically, whatever their needs or stage of readiness may be, so young people and their families experience seamless care at a Foundry centre or through our web platform foundrybc.ca/virtual.

Foundry’s core services

Primary care services include general physical and sexual health and may include addictions medicine and gender-affirming care. These services are delivered by primary care providers including family practitioners (GPs), nurse practitioners (NPs), and registered nurses (RNs).

Mental health and substance use services (MHSU) may be provided by different agencies or may be delivered by a concurrent disorders practitioner. Core MHSU interventions are organized within the Integrated Stepped Care Model (ISCM) with services from across the continuum and community. MHSU services include monitoring; screening and assessment; triage and referral; individual, group and family interventions; and, psychiatric consultation and pharmacotherapy.

Peer support services are provided by youth and family members who use their personal lived and living experience with mental health or substance use concerns, or from supporting a young person with mental health or substance use challenges.

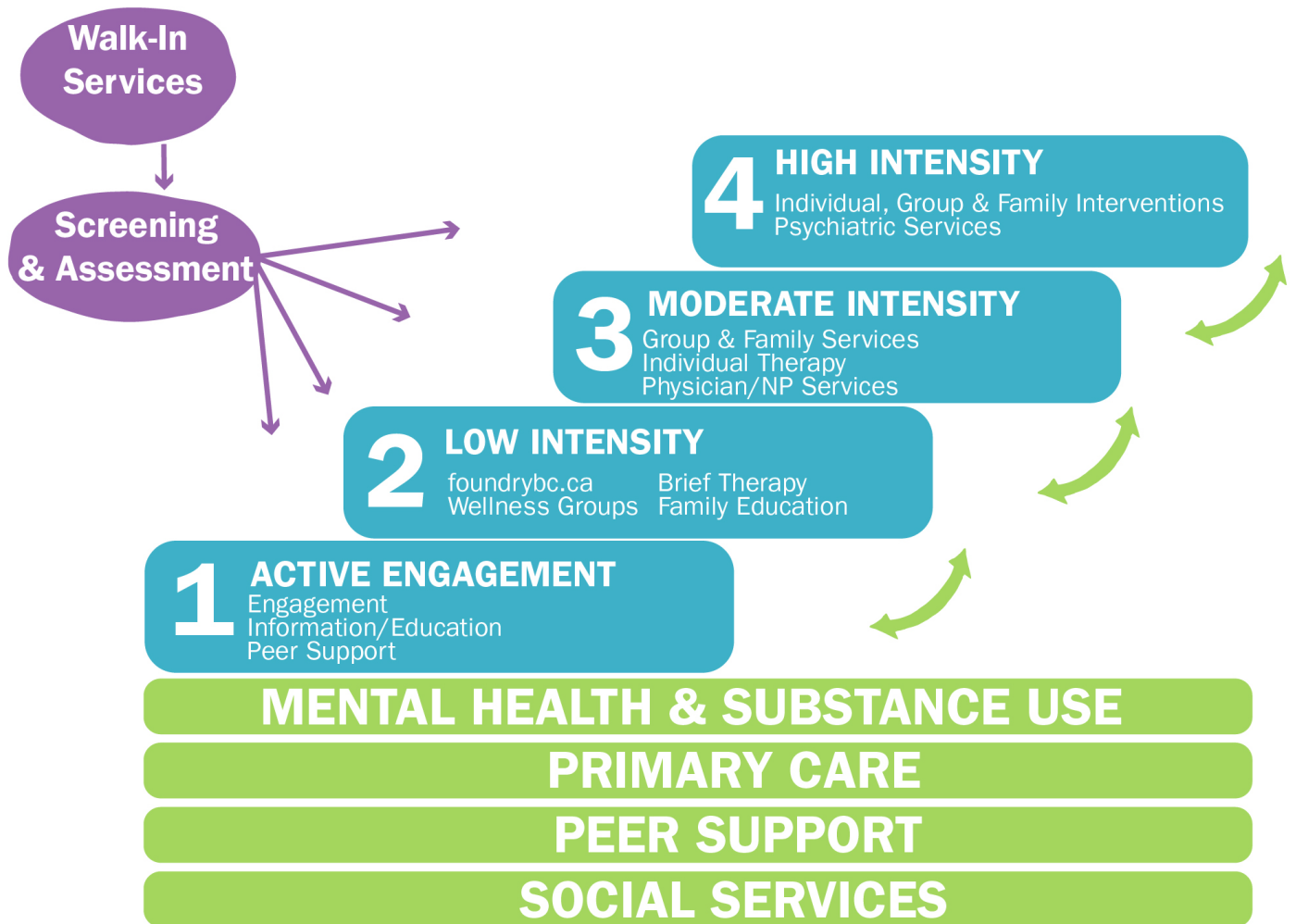
Social services address the social determinants of health and wellness, supporting a young person’s transition to adulthood. Examples include work and study programming, income assistance, housing support, and recreational/leisure services

Figure 4: Five Foundry Service Streams



The five core services are intended to be accessed in a flexible manner, determined by client preference and need. Young people may use a Foundry centre for single, discrete counselling sessions or may access various services during an episode of care. Regardless of the pattern of service access, Foundry aspires to provide care in a holistic and integrated way within our service model.

Figure 5: Foundry's Integrated Stepped Care Model



Lessons Learned

The Foundry service model is based on leading and best practices and research evidence, along with learnings from Foundry centres already in operation. In order to realize the Foundry vision, the process of becoming a Foundry centre involves the intentional development, implementation, and continuous quality improvement of a unique service model.

Walk-in Services

To further promote access, Foundry centres offer a range of walk-in services: single-session walk-in counselling, physical and sexual health, and peer support. Walk-in/drop-in services are offered simultaneously for a number of reasons. For example, a youth who requests a primary care doctor may actually need counselling offered by the walk-in counsellor on shift. At times, there is a wait for walk-in counselling and “therapeutic waiting room” activities run by a peer support worker can support the young person while waiting. Some youth may not yet know what service they need so talking to the youth peer support worker may help them make that decision. Walk-in services offer low-barrier and easily accessible help when youth need it, or at a time of their choosing, and without the need for referrals. Walk-in services, and particularly walk-in counselling, are the first services that centres plan and implement.

Integrated Services

The Foundry service model offers a seamless experience from the moment young people and their caregivers walk through the doors to when they are connected with a service provider best suited to meet their needs at that moment in time. Creating this seamless experience requires careful planning, attention to detail, and a commitment to integrating with intention.

When we say integration, what we mean is that our role as leaders is to take a close look at systemic internal processes and consider whether these are conducive to creating a seamless experience for young people and their families. Integration is about removing systemic barriers and servicing young people into seamless care, with services that are flexible and responsive to the presenting need. Integrating existing health and social services in the community is critical to ensuring the sustainability of Foundry's service model. Integration, within a complex adaptive system such as Foundry centres, requires sustained effort, attention, and intention. It also needs facilitative leadership and a coordinated and collaborative approach, and it has an impact on resources, relationships, and practice.

Indigenous Perspectives

Foundry is committed to the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, and the Missing and Murdered Indigenous Women and Girls Inquiry (MMIWG) Calls for Justice. We have been learning about Two-Eyed Seeing, which blends Western and Indigenous forms of knowing, and as we develop our cultural safety framework, we will also be looking at the influence of culture and Indigenous methods of practice to support all forms of well-being. With the addition of rural, remote, and Indigenous communities to the Foundry network, we recognize Indigenous self-determination and look forward to co-creating and co-designing as we further develop our service model.

Key Activities

Our developmental evaluation (see [“Foundry’s Performance Measurement Framework” on page 101](#)) found that achieving the system transformation necessary to implement Foundry’s integrated health and social service model requires stakeholders to engage from the very beginning with forming partnerships and building trust-based, supportive relationships. Such relationships enable collaboration and integration, without which implementing integrated services would be impossible. In our work with communities to date, we have identified the following areas as common themes when setting the foundation for service model implementation: (1) community partnerships, (2) service planning, and, (3) operations planning.

Community Partnerships

The Foundry service model is based on community collaboration and a shared commitment to changing how day-to-day “business” is done. This is accomplished by developing and building relationships with community colleagues, bringing young people, caregivers, service providers and leaders together, and creating a space at Foundry centres for ongoing conversations around improving the service experience in each community.

Service Planning

The Foundry service model requires transformational change in practice for many service providers. Foundry’s Integrated Stepped Care Model (ISCM) in particular serves as a framework for a community to self-organize and to identify service needs. It also brings service providers together through the adoption of common therapeutic interventions, shared principles of care, and service pathways. Often the most significant transformations are the inclusion of Youth and Family Peer Support Workers as full members of the care team, as well as a practice change in primary care that includes working with an interdisciplinary team for mental health assessment and counselling.

Operations Planning

Optimal service delivery depends on the strength of its foundation. A Foundry centre is not just about co-location, it is about bringing together pre-existing systems and determining processes that minimize duplication in order to create seamless service navigation for young people and their caregivers. This could include developing an inter-agency staffing model, establishing shared agreements on hours of operation, communication and documentation protocols, and everything in between. A Manager of Service Implementation and Integration (MSII) will support each Foundry centre as systems and processes are developed, and the Foundry Service Model Guide provides more detailed information on service delivery and operations.

Tools and Resources

Supplementary materials (Appendix I)

Visit foundrybc.ca/centre-startupguide to access these appendices.

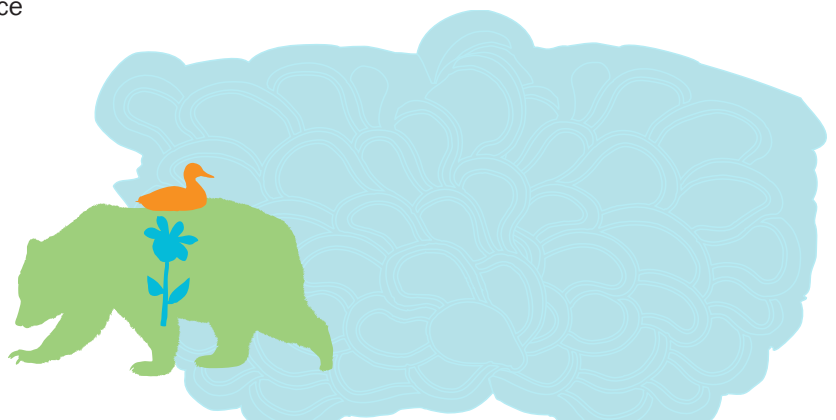
- I.1 Setting the Foundation for Service Model Implementation
- I.2 Service Elements and Clinical Modalities
- I.3 Centre Services and Supports Scan (Environmental Scan)
- I.4 Centre Operations Guideline
- I.5 Integrating with Intention

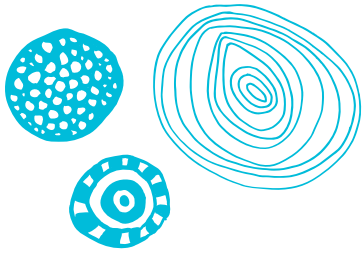
FCO Support



Karen Tee

Director, Service Innovation
Foundry Central Office
ktee@foundrybc.ca





SECTION 10

Knowledge Exchange and Training



Introduction

Knowledge exchange is an integral component of the Foundry model. In the context of knowledge exchange and training, the FCO defines “knowledge” as learnings that are grounded in evidence, including evidence generated through Foundry-led research and emerging from outside the organization, as well as expert knowledge provided by youth, families, service providers, Indigenous elders, and other partners who have extensive knowledge based on their lived / living experience.

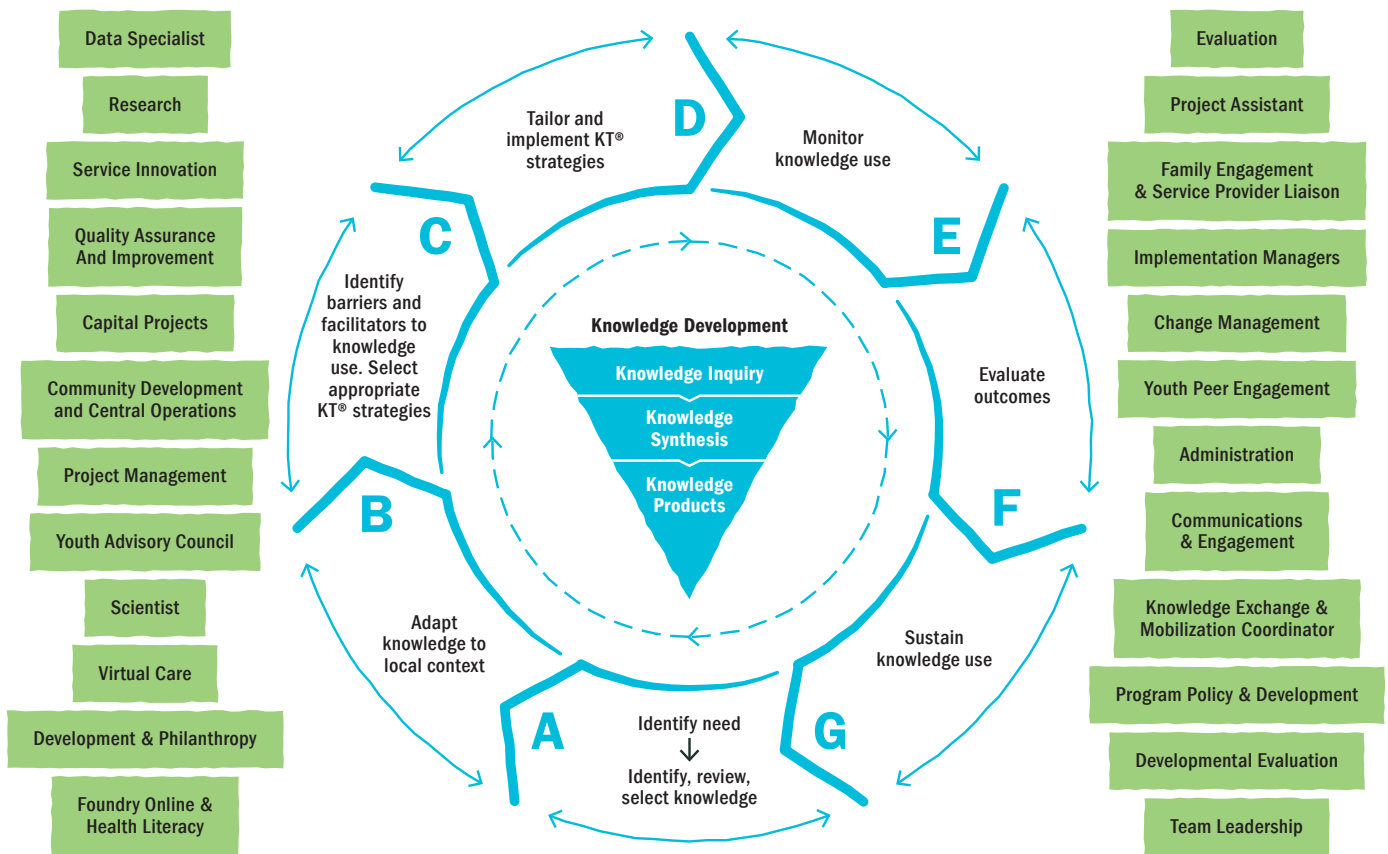
The process of systems transformation requires an understanding of existing evidence, the uptake of new knowledge, and relies on environments that support knowledge sharing and integration. The Foundry network itself is an incredible asset in the facilitation of knowledge exchange, because it enables the rapid sharing of information, tools, and resources across organizations, making these more accessible to people across BC. As well, it enables new interventions to be implemented quickly on the ground, while also providing opportunities to leverage the collective strengths and learnings of all centres and partners to benefit the larger whole.

The process of integrating services includes many learnings, changes, and challenges for everyone involved. Throughout the journey with Foundry, Lead Agencies will become part of an evolving process as we enhance services to improve the wellness of young people and their families in BC.

Applications of Knowledge Exchange in Service Delivery and Training

Foundry, its network, and its partners support a dynamic and iterative knowledge translation and exchange cycle, grounded within a Knowledge-to-Action framework. This process includes the synthesis, sharing, exchange, and ethically-sound application of knowledge. As shown in [Figure 6 on page 83](#), there are a variety of FCO staff who support this continuum—from program leaders to research and data specialists, to service providers and youth and family members who receive services. Growth occurs and our learning continues, so this list is not exhaustive.

Figure 6: Foundry roles situated within the Knowledge-to-Action Framework.



As Lead Agencies progress towards implementing the Integrated Stepped Care Model (ISCM), the Foundry knowledge exchange cycle becomes increasingly refined. Community partners come together to identify their community's strengths and needs. With this foundation, the FCO works with Lead Agencies to apply, implement, and evaluate new evidence and knowledge about best practices for integrated youth services. With support from FCO team members, Lead Agencies and partners identify strengths and areas for learning and develop goals and plans for training.

To achieve these objectives, FCO team members make use of a variety of knowledge exchange strategies. These include in-person or virtual exchanges, such as team discussions, training programs, working groups, consultations, coaching, and mentoring. They may also include learning materials, data platforms, and software tools that facilitate knowledge sharing across communities, nurture communities of practice, and enable the sharing of successes and key resources. In order to improve learner experience and enable virtual training, the FCO is in the process of developing a Learning Management System (LMS) that will provide an accessible and collaborative space for content sharing, interaction and feedback.

Lessons Learned

- 1. Learners need to recognize objectives are relevant (in context) to their roles.**

Foundry centres' staff need to be aware of the system changes that they are and/or will be part of. Providing evidence and rationale for the ultimate goals of the Foundry model and connecting learners to the bigger picture of Foundry's larger mission creates a sense of belonging to the new system. The sharing of stories about positive outcomes and overcoming challenges by peer Foundry centres can be helpful. Training of new staff, facilitated by FCO, in addition to continued practice support (see [Lesson 5 on page 85](#)), will assist in building the skills necessary for them to fulfill their roles and responsibilities.
- 2. Training will be more effective if the perspectives and experience of learners are well understood.**

If trainers understand and incorporate the experience, knowledge, motivation, and confidence of learners into the training plan, the training will be more effective and sustainable. Training facilitators need to know as much as possible about the strength of learners when developing a training plan. FCO staff will work with Lead Agencies to understand local strengths and needs as part of the development of their local training plan. Centre Leads have a role in identifying staff who can take on an informal leadership role in mentoring, peer practice support, and team building and these individuals can be incorporated into the larger training plan.
- 3. Learners preferred learning styles should be considered.**

Adults learn in a variety of ways and delivery methods must be designed to match the ways group members learn best. For example, approaches may include a combination of presentations, reading material beforehand, peer sharing experiences, practice, and feedback. Varying formats can include media learning, on-line, reading, quizzes, and so on. Resources easily accessible in the moment can support the knowledge-to-action process. The FCO will work to ensure the training we offer is inclusive of different learning styles. Lead Agencies may find that ongoing coaching and supervision may also be helpful for some individuals.
- 4. It is important to initiate and sustain interdisciplinary teamwork strategies.**

Foundry centres include often new teams and people working together for better client outcomes. To enhance collaboration and sharing of skills, knowledge, and abilities, it is important for Lead Agencies to create opportunities for teams of people to get to know each other. A better understanding of varying scopes of work and roles as well as effective communication strategies benefit working relationships as a whole and work to place the client and caregivers at the centre of service provision. Building on creative and fun ways to learn from each other in a continuous manner creates great teamwork.

- 5. Plans should include ways to maintain and sustain knowledge.** The opportunity to immediately apply new knowledge and skills after training will increase success rates. Lead Agencies will need to implement a plan that includes time and resources to support new practices as well as opportunities to reflect on, problem-solve, ask questions, and receive feedback in a safe environment. This can include supervision, peer supervision, coaching, practice huddles, case studies, and more.
- 6. It is important to ensure learning support resources are available and accessible.** This may include materials, tools, people (e.g., champions, facilitators, mentors), cheat sheets, forums, and so on. As centres grow, so will the resources and the mechanisms designed to facilitate accessibility (e.g., online learning platforms). The FCO will provide support resources for any training we offer. The network in itself will be a huge resource. We encourage Lead Agencies to connect with other centres. Learning from each other is paramount.
- 7. Creating a structured system for feedback ensures continued improvement.** It is important to plan for a valuable feedback mechanism (i.e., through evaluation) that builds on accomplishments and strengths and that motivates for innovation and problem-solving. Evaluation includes both formal and informal feedback as well as qualitative and quantitative reporting throughout the varying stages of knowledge translation and exchange activities. The FCO will seek feedback from learners for any training we offer to new centres.
- 8. A plan to eliminate barriers to learning is a key step in the Knowledge-to-Action framework.** Sometimes barriers are foreseeable such as time/resource management, a comfortable space, or planning for practice. Sometimes there can be unexpected barriers such as sudden lack of resources, unintended cultural barriers, and personal stressors. Knowing the learners, building on strengths, communication, teamwork, and planning ahead all help with eliminating the barriers as much as possible. The FCO will work with Lead Agencies to identify barriers to the knowledge exchange and training activities we facilitate.



Key Activities

Prior to opening, FCO staff will support Lead Agencies and their partners in developing and implementing knowledge exchange and training activities. To best meet the needs of a new centre, the FCO team will use the *J.1 Foundry Knowledge Exchange and Training Reference Guide* in [“Tools and Resources” on page 90](#) as well as other tools, and plan together with centre leadership for the delivery and application of knowledge skills and abilities. Key areas of knowledge exchange and training include but are not limited to: Foundry Centre Leadership knowledge exchange platform for a variety of leadership/program-related learnings, ISCM, Toolbox, Solution-Focused Brief Therapy, Emotion-Focused Family Therapy, and Peer Support.

Network Knowledge Exchange

Learning often occurs through the sharing of experience, knowledge, discussions, and collegiality amongst people who are working toward the same goals. The Foundry centre leadership team has the opportunity to network and exchange insights and experiences, learn from each other, and offer and receive support and resources from their peers through coordinated venues.

The Foundry Network Knowledge Exchange (NKE) one-hour sessions are hosted every two weeks on the same day and time of the week, on a virtual platform. Each session has a focus topic that is relevant to all the centres and is facilitated by the FCO Knowledge Exchange and Mobilization (KEMb) Manager. As Foundry centres grow across BC, formal and informal leader peer mentorship and coaching opportunities continue to evolve. The FCO has established and continues to facilitate working groups, Communities of Practice, feedback loops and a number of other forums to ensure Foundry network leaders stay connected with each other as well as with the FCO.

Foundry Integrated Stepped Care Model (ISCM)

The FCO will provide training on our ISCM model to all Foundry centre staff and partners supporting service delivery. Our goal is to support all Foundry centre leaders to effectively lead the work of service integration within a complex adaptive environment. Various training components will be delivered specific to the learners' role within your Foundry centre. (See Appendix J.2 in [“Tools and Resources” on page 90](#) for a sample table of contents of components that may be included in this training.) Your Manager of Service Implementation and Integration (MSII) and the FCO KEMb Manager will work with you to plan initial training and any follow-up.

Toolbox

As part of Foundry's centralized and proprietary data collection platform, the FCO developed Toolbox to improve the delivery of integrated care at Foundry centres, as well as to support evaluation, quality improvement, and research activities. To ensure uptake of the system, the FCO will provide in-person and online training to all frontline staff and users, including clinical staff, Medical Office Assistants (MOAs) and superusers, peer supporters, primary care providers, and group therapists. Staff from partner agencies are included in this training. As data from Toolbox is pulled and shared with centre leads and their FCO support team, follow-up training can be identified and planned. For more information about Toolbox, see [“Toolbox” on page 106](#).

Solution-Focused Brief Therapy

Solution-Focused Brief Therapy (SFBT) is the model Foundry uses during walk-in counselling, as well as brief therapy within the ISCM. FCO staff, working with a Foundry clinician, will provide centre staff with an initial 1.5 days of full training on the SFBT model. Trainers will have a clinical counselling background and experience using SFBT in Foundry walk-in counselling roles.

The priority for this training are clinical staff working within a Foundry centre who will be delivering walk-in and/or single session counselling; whether or not they are employees of the Lead Agency or partner organizations or are funded through Foundry operating dollars. Each Foundry centre is required to have supervisors trained and available to provide ongoing clinical supervision in addition to orientation to the model until the full training becomes available elsewhere in the Foundry network. A monthly provincial Foundry SFBT for Walk-in Counselling Community of Practice is an excellent peer learning environment for all trained clinicians.

As Foundry clinicians progress in their practice, FCO supports continuing competencies and professional development by offering opportunities to become recognized Foundry SFBT training facilitators.

The FCO can also provide an orientation to the model to support the awareness of the Foundry SFBT model to other partners/service providers not directly providing the clinical work.

Emotion-Focused Family Therapy

Emotion-Focused Family Therapy (EFFT) is a core therapeutic modality used to support family members and caregivers as they seek and access resources and supports. This therapy is applied both in 1:1 therapy or peer support sessions as well as in two-day caregiver workshops (CW). Family/caregiver service providers working in Foundry can use EFFT skills and resources to enhance the therapeutic nature of family connection.

FCO contracts the experts in this field, [Mental Health Foundations](#), to provide formal training and supervision to Foundry centres in the basic level skills of this model. Basic level skills training in EFFT will be accessible both online and in-person as applicable. In addition, Foundry's provincial monthly one-hour supervision sessions are part of the ongoing practice support for both the basic skills as well as the Caregiver Workshop facilitators.

As the CW requires a certified facilitator, Foundry supports clinicians to become certified as facilitators in the EFFT two-day Caregiver Workshop through the [International EFFT Institute](#) when specific Foundry prerequisites are met (see Foundry Training and Knowledge Exchange Reference Guide for more information). Co-facilitators for the CW may be clinicians or Family Peer Support Workers who are trained and practicing the basic EFFT skills. A goal for Foundry centres is to host these workshops for family members, in collaboration with Family Peer Support workers as co-facilitators.

FCO supports the continuing competencies and professional development of seasoned EFFT Foundry clinicians by offering opportunities to co-lead training and other practice leadership opportunities as they arise. The FCO covers certain costs of EFFT training when it is an FCO organized or approved training event. These costs may vary depending on the training options (i.e., in person or virtual). Examples of costs paid by FCO can include travel and accommodation expenses or online or in-person training fees. It is best to confirm training costs/expenses with the KEMb Manager when planning your staff training.

Each Foundry centre will be required to support the ongoing training, consultation, and clinical supervision needs of new staff and Family Peer Support Workers (i.e., work time compensation, travel time, etc.).

Peer Support

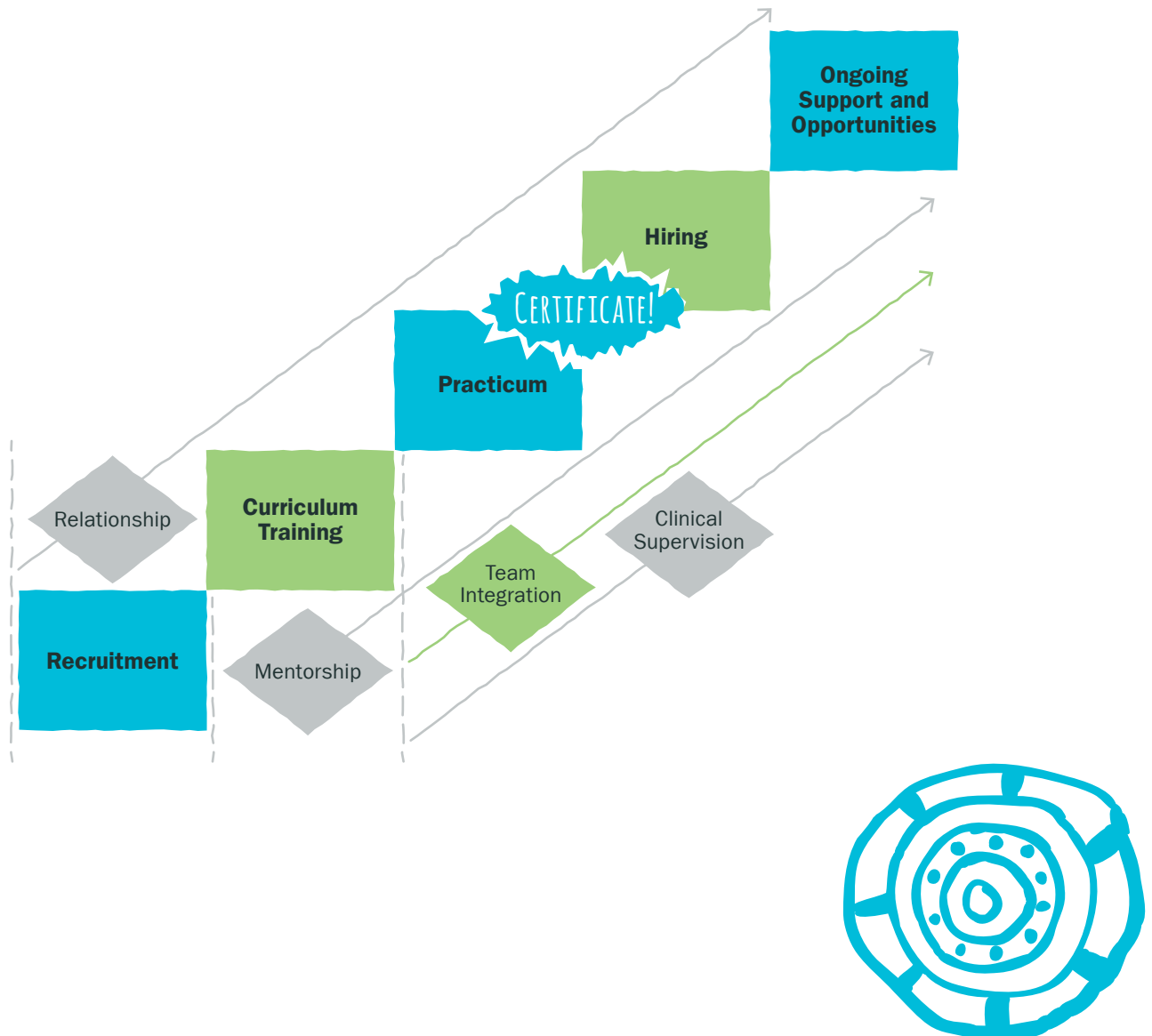
Peer Support Workers are an integral part of Foundry's multidisciplinary team. With thanks to funding from RBC, Foundry has created a unique Youth Peer Support curricula and training program. As part of this program, FCO offers a train-the-trainer session for leaders to deliver Youth Peer Support training in their local community. In addition to these sessions, FCO staff also offers support to Centre Leads to aim for full integration of Youth Peer Support services in their centre. See [Figure 7 on page 89](#) for a sample pathway of a Youth Peer Support training program. Youth Peer Support Workers hired to work at a Foundry centre will be invited to participate in Foundry's Provincial Youth Peer Support Community of Practice and be connected to our Provincial Youth Peer Support Coordinator for mentoring.

Family Peer Support is another important component of Foundry's service model. Again with support from RBC, Foundry is currently working with partners to develop and implement a Family Peer Support training program for the network, and to launch a dedicated Community of Practice.

In addition to bringing their lived experience to the therapeutic nature of their roles, family peer supporters are offered training in the core EFFT skills alongside the Foundry clinicians as this is proven to enrich the learning experience of both roles but also build collegiality as they together support Foundry family and caregivers.

For more information about Peer Support, see [“Foundry's core services” on page 75.](#)

Figure 7: Example of Youth Peer Support Training Program



Tools and Resources

Supplementary materials (Appendix J)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- J.1 Foundry Knowledge Exchange and Training Reference Guide
- J.2 Appendix of Foundry ISCM Curriculum and Delivery Pathway

External Resource

- [Caregiver Workshop Facilitation](#) (Institute for Emotion-Focused Family Therapy)

FCO Support

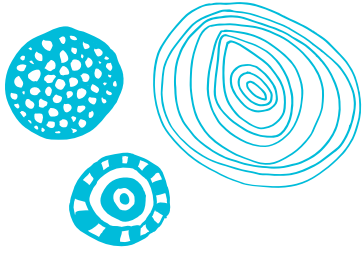


Nina Zerwinska

Knowledge Exchange and Mobilization Manager
Foundry Central Office

nzerwinska@foundrybc.ca





SECTION 11

Foundry Centre Operations Budget Guide



Introduction

Foundry centre Lead Agencies receive between \$200,000 and \$700,000 in annual funding (“operations grants”), depending on their stage of development and the size of their community, to support the operations of their centres. These funds must be used to establish and operate Foundry centres and implement the Foundry model, providing net-new services to young people aged 12-24.

Leading up to fiscal year end (end of March each year), or upon the launch of a new FCO-Lead Agency partnership, the FCO works collaboratively with Lead Agencies to develop the budgets for their operations grants. The FCO approves the budgets and will confirm reporting requirements and processes as part of contractual agreements. This section of the guide will outline the budget development process and allowable expenses for Foundry centre operations grants. It does not cover capital budgets, which are outlined in the [“Capital Development” section on page 58.](#)



Lessons Learned

Stages of Implementation and Budget Considerations

FCO has a great deal of experience working with Lead Agencies in developing operating budgets. The development of a comprehensive Foundry budget is an iterative process, shaped by circumstances within each community. It will take time and commitment to fully develop and will change as the Foundry centre evolves. As centres enter the different stages of implementation, there are different things to consider with regards to identifying and securing resources.

Each of the stages and budget considerations are outlined here:

1. Centres are considered in the **Start-Up/Onboarding** stage from the time they are selected until their centre opens, a period averaging 12 to 18 months. During the first few months of the Start-Up/Onboarding stage, the FCO will work closely with the Lead Agency to develop a Project Charter and to identify what new internal resources the Lead Agency requires in order to lead the Foundry project and to support local engagement.
2. Centres are considered in the **Doors Open** stage after their official public opening and before they reach a full-service complement, a period averaging six to 12 months. As Onboarding progresses, and leading up to the Doors Open stage, the FCO will:
 - a. Support the Lead Agency to work closely with their local partners to identify both current and future resource requirements once the Foundry centre is open.
 - b. Work with the Lead Agency to identify the gaps between existing resources and the full Foundry staffing model. In addition to some non-staffing costs (see [#2 on page 97](#)), longer-term Foundry operating grants must be directed toward these gaps in the Foundry service model.
3. Centres are considered in the **Full Services** stage after they are offering all five of Foundry's core services to minimum service standards. The focus in this stage is continual integration of services and improvement of the client experience. As the centre reaches Full Services, the FCO will work collaboratively with the Lead Agency to support evaluation, quality improvement, and participation in research. Through these activities, and through engagement with youth and families, feedback may be provided that could alter budgets for operations grants. As well, programmatic changes may occur, circumstances in the community may change, or there may be additional funding opportunities that impact the Foundry centres' budget. Therefore, while the budget for the Foundry operating grant should not change dramatically during this stage, it is likely to shift over time.

Key Activities

Identifying Existing Resources and Gaps in Resources

During the Start-Up/Onboarding stage, Lead Agencies work closely with their local partners (i.e., the Health Authority, School District, Ministry of Child and Family Development office, and non-profit community partners) to identify what resources already exist in their communities and what contributions (including in-kind staffing) those partners are able to provide. Leading up to the opening of the Foundry centre and the beginning of the Doors Open stage, the Lead Agency and FCO will work together to identify the gaps between existing resources and the resources necessary to support the full recommended Foundry service model. In addition to other non-staffing costs detailed below, Foundry operating grants must be directed toward bridging these gaps in the Foundry service model. This work informs both the design of the centre and the development of the operations budget.

Use of the Foundry Operations Grant—Allowable Expenses

The purpose of the Foundry operations grant is to support successful establishment during the Start-Up/Onboarding stage, and then to add net-new services within Foundry centres and communities. In order for Foundry centres to be successful, Lead Agencies must bring together significant existing resources—both from the Lead Agency itself and from partners in the community. Foundry operations grants complement those existing services. Operations grants are not used to replace other revenue streams (e.g., positions ending due to contracts or programs expiring, such as Shared Care).

Foundry operations grants may be used for different purposes during the Start-Up/Onboarding stage (from selection through to opening) and Doors Open/Full Services stages (after opening).



1. During the Start-Up/Onboarding stage, allowable expenses for the Foundry operations grant include:

- Salary expenses for a project lead or project manager (this key role in the Onboarding stage is to manage the project, and therefore it may be a term-limited position), salary and expenses for youth, family and community engagement, salary and expenses for clinical/service leadership (closer to opening) (see Appendix K.1 in “Tools and Resources” on page 99 for a sample Project Lead job description);
- Soft capital costs such as design firms, contractors, architects, furniture, technology, or minor equipment not otherwise covered by capital grants;
- Convening and engagement expenses such as travel, accommodation, room rental, and meals and refreshments for partner meetings and community engagement meetings;
- Establishment of governance groups (e.g., Local Leadership Tables, Operations Working Groups, Youth and Family Advisory Councils) and corresponding convening expenses (as above), and hiring external facilitators;
- Youth and family engagement and corresponding convening expenses (as above), honoraria for attending meetings such as for Local Leadership Tables and Youth and Family Advisory Councils, communications materials, social media activity;
- Administrative sessions for physicians to attend Local Leadership Table or Service/Operations Working Group meetings (one physician per meeting), where not otherwise covered by administrative sessions made available through health authorities or Divisions of Family Practice;
- Training not otherwise provided by the FCO, including professional development for Foundry project staff in topics such as project management, business management, or leadership; or for youth and family representatives (e.g., leadership or advocacy training);
- Communications supports, such as branded materials, videography, and teleconferencing or videoconferencing capabilities;
- As the centre moves toward opening, increasing salary expenses for the gradual hiring of centre staff such as clinical leaders; and

- Administration, in two categories:
 - » **General Lead Agency Administration:** A maximum of 10% for Lead Agency general administration to increase capacity in organizational functions that help ensure Foundry is successful, but which are not wholly allocated to the Foundry centre. Examples may include financial services, human resources, clerical support, communications and fundraising, insurance, etc. All such expenses must be captured within this 10%.
 - » **Foundry Centre Administration:** Costs for administration directed in full to the Foundry centre may be funded outside of this 10%. However, the total amount directed to Foundry Centre Administration must still allow for the full establishment of the Foundry centre and as the centre nears opening, implementation of the Foundry service model. Therefore, the allowable amounts will vary across communities and centres. Amounts will be impacted most significantly by Lead Agency and partnership contributions (where high partnership contributions will create more space for Foundry centre Administration costs). Examples in this category include centre lease costs (i.e., starting after a lease is signed), IT, medical office assistance, and centre leadership. Note: where a partner is permanently relocating a service or program to a centre, and will be occupying space on a full-time basis, Lead Agencies may arrange for that partner to provide sublease contributions to increase the amount available in this category.



2. Moving into the Doors Open stage, allowable expenses for Foundry operations grants include:

- Staffing, with heavy emphasis on direct service delivery, noting that Foundry operations grants must be directed toward Foundry core services to complete Foundry minimum service standards. Staffing must be net new to the community and may include the program or centre lead, service/clinical leadership; medical office assistants; nurse practitioners; mental health clinicians; Youth and Family Peer Support Workers; youth, family, and community engagement; and, other positions to complete the minimum services standards of the Foundry Service Model.
- Funding for services provided by General Practitioners, only where there are no sessions available through the Regional Health Authority and for services where MSP billing is not appropriate. *Note: Foundry operating grants cannot be used to fund physician travel;*
- Youth and family engagement, as described on page 95;
- Administrative sessions for physicians, as described on page 95;
- Professional development for Foundry centre staff, as described on page 95;
- Communications supports, as described on page 95; and
- Administration, as described in the two categories on page 96.

3. During the Full Services stage, allowable expenses include the above, under #2 (Doors Open).

- As noted above, the budget for the Foundry operations grant may be adjusted in response to evaluation and quality improvement activities, programmatic changes, changing needs within the community, feedback from centre clients, and/or donations.

Sample Budget for Reference

The following high-level Full Services operations budget is based on established and existing centres and is provided to give an understanding of what resources are required to operate a Foundry centre in a small urban community (population 40,000–50,000) on an ongoing basis. Depending on the unique needs of your community and population size, budgets will vary in size and scope.

Table 6: Sample Full Services Operations Budget

Revenue Source	Amount	Details
Lead Agency in-kind (staffing and operations)	\$750,000—\$1,250,000	Includes existing youth and family programming, clinicians, services, program leadership and infrastructure. Varies by organization.
Partner in-kind contributions (staffing)	\$550,000	In-kind staffing co-located and integrated at centre, including from Health Authority (Mental Health Substance Use, Public Health, Primary Care), MCFD (Child and Youth Mental Health), School District, local non-profit organizations.
Foundry centre funding (net new services and operations)	\$700,000	Centre manager, clinical and service staff including MHSU clinicians, Peer Support Workers, Medical Office Assistant, youth and family engagement and advisory, professional development and training, lease and occupancy costs. <i>Note: Majority of funding is directed to net-new services not otherwise provided by partners in the community, including peer support.</i>
Donations and fundraising (annual—for operations, not capital)	\$150,000	Annual ongoing community-based fundraising activities to support innovation, programming and urgent needs, and often to bolster youth and family engagement. Varies by organization and community.
Total	\$2,165,000—\$2,650,000	

Tools and Resources

Supplementary materials (Appendix K)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- K.1 Sample: Project Lead Job Description

FCO Support

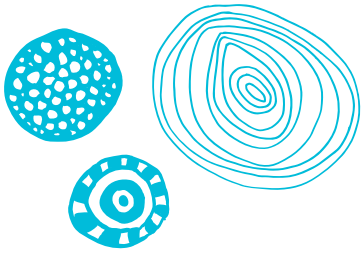


Krista Gerty

Director, Community Development
Foundry Central Office

kgerty@foundrybc.ca





SECTION 12

Evaluation and Quality Improvement



Introduction

Evaluation and quality improvement have been critical in the ongoing development of Foundry from the very start.

During the proof of concept phase (2015-18), our evaluation efforts included ongoing data collection from all of the proof of concept sites as they began delivering services, as well as a developmental evaluation conducted by the Centre for Health Evaluation and Outcomes Sciences (CHÉOS). These efforts culminated in two reports—one from CHÉOS and one from FCO—that described both our successes and challenges during that initial phase. These reports can be found in Appendix L (see [“Tools and Resources” on page 108](#)). The evaluation work completed during the proof of concept phase informed the development of a comprehensive Performance Measurement Framework that includes a logic model for Foundry.

Results from our evaluation work are intended to both inform our stakeholders about our successes and challenges and to support ongoing quality improvement efforts at the FCO and local Foundry centre level. All of Foundry’s quality improvement work includes active engagement with each Foundry centre to support data utilization and specific improvement projects.

Lessons Learned

Foundry’s Performance Measurement Framework

As noted above, lessons learned during the evaluation of the Proof of Concept Phase informed the development of Foundry’s Performance Measurement Framework that guides most of our ongoing evaluation work. This framework outlines key objectives across a number of domains, including youth and family member/caregiver experience of care, service provider experiences, impact/effectiveness outcomes for youth and family members/caregivers, and system level outcomes. Measurement of these objectives is ongoing and is largely embedded in the service model that is implementing at all Foundry centres. As new centres implement the service model, data is generated that both supports our ongoing evaluation work at FCO and helps to inform local clinical practice.

Foundry’s performance measurement framework is guided by a theory of change where youth and their family members are at the centre and the objective is to support their improved health and well-being by offering comprehensive and fully integrated services tailored to their needs. The framework also draws on the Institute for Healthcare Improvement’s Triple Aim model^[8] dimensions which align closely with the process and outcome measurement within the performance measurement framework.

The framework focuses on three interrelated components:

- 1. Developmental Evaluation:** Initiated during the Proof of Concept period to support the adaptive development of components of the Foundry initiative (completed 2018).
- 2. Process Measurement:** Designed to examine the implementation of the Foundry model and to identify needed adjustments to promote fidelity. These measures have been on-going since the inception of Foundry.
- 3. Outcome Measurement:** Assesses the degree to which Foundry is achieving meaningful change in the lives of youth and young adults across BC. This includes both immediate benefits and long-term impacts.

Nine high level performance measurement questions provide a frame for the more specific objectives and associated indicators that are outlined in the framework:

For individual youth and family members or caregivers:

- 1.** What impact has Foundry had on young people/family/caregiver experience of accessing and participating in care?
- 2.** What impact has Foundry had on young people's health outcomes?
- 3.** What impact has Foundry had on supporting and strengthening families?

For service providers:

- 4.** Are FCO services and supports effective in supporting the implementation of the Foundry service model?
- 5.** What impact has Foundry had on service providers' experience of delivering services?
- 6.** Are the services being delivered at Foundry centres consistent with the service model and standards for service delivery?
- 7.** What impact has Foundry had on improving partnerships and collaboration amongst service providers in Foundry communities?

For the service system:

- 8.** What impact has Foundry had on achieving true integration amongst service providers at Foundry centres?
- 9.** What impact has Foundry had on ensuring that intensive services (e.g., emergency departments, residential treatment) or specialized treatment services for mental health and substance use are used appropriately?

Measuring Accessibility, Integration & Health

The evaluation questions include three focus areas which are important to further define within the Foundry context: service accessibility, integration, and health.

Service Accessibility

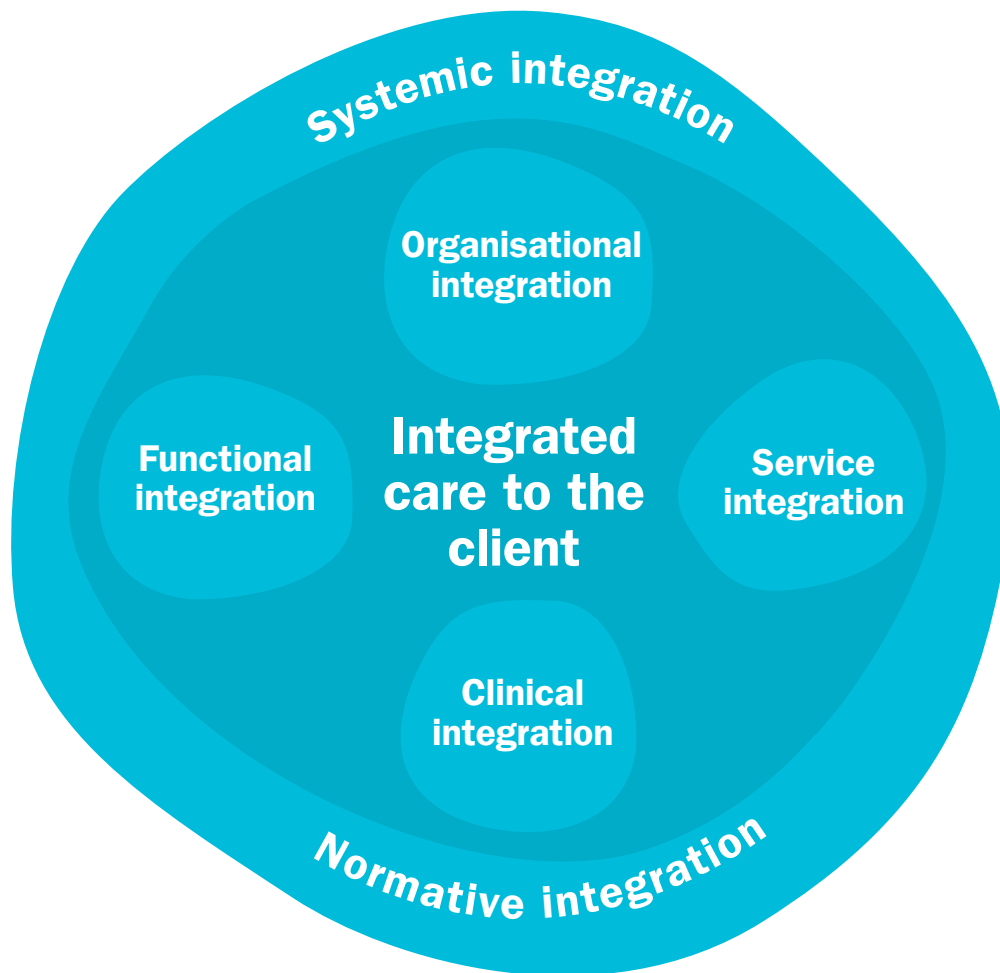
Access to healthcare refers to the ease with which an individual can obtain needed medical services. Measuring access includes the presence or absence of resources to facilitate care; assessments by patients of how easily they gained access to care; and, the actual receipt of services.

Integration

Foundry uses the “Fulop typology” of integration to determine the extent to which the service experience is seamless, or how well partners affiliated with a particular centre collaborate. The domains of integration are depicted in [Figure 8 on page 104](#). Foundry’s performance measurement framework includes examining partnerships, collaboration, and the achievement of truly integrated and seamless care.

- **Organizational integration**, where organizations are brought together formally
- **Functional integration**, where non-clinical support and back-office functions are integrated, such as electronic patient records
- **Service integration**, where different clinical services provided are integrated at an organizational level, such as through teams of multi-disciplinary professionals
- **Clinical integration**, where care to clients is integrated into a single or coherent process within and across professionals such as through the use of shared guidelines and protocols
- **Normative integration**, where an ethos of shared values and commitment to coordinating work enables trust and collaboration in delivering health care
- **Systemic integration**, where there is a coherence of rules and policies at all organizational levels

Figure 8: Fulop Model of Integration^[9]



Health

There is no single agreed upon definition of health. Definitions are highly dependent on contextual factors such as culture, personal experience, and age. They may also vary depending on whether we are interested in mental health versus physical health. The World Health Organization (WHO) takes a more holistic perspective, stating that health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.^[10] Foundry's performance measurement framework focuses on and proposes measures for physical and mental health as well as social, education, and vocational functioning reflecting a holistic perspective. Foundry is currently leading research to better understand how youth define health, which will be utilized to further refine our approach to measurement.

Process Measurement

Foundry's process measurement encompasses distinct but inter-related elements: (1) measurement of service processes (i.e., are they occurring at each centre as planned or intended? Are they timely and consistent?); (2) measurement of client experience (i.e., do our service processes result in youth and family members having positive experiences consistent with our values and brand?); and, (3) measurement of FCO processes that facilitate the successful onboarding of Foundry centres and implementation of the Foundry service model (i.e., are sites receiving enough support? Does the support match the need? Are centres delivering services consistent with FCO standards and guidelines?).

Outcome Measurement

Foundry measures initial (in the first year), mid-term (1 to 3 years), and long term (3 to 5 years) outcomes at the individual youth, family member/caregiver, FCO, and systems level. Within these four target areas, Foundry has identified the following key initial outcomes:

1. **Young People** will experience improved youth knowledge, physical health, mental health, and youth social/educational/vocational functioning; and decreased harm due to substance use;
2. **Family Members/Caregivers** will experience increased caregiver capacity, improved social/educational/vocational functioning, and improved family relationships;
3. **FCO** will achieve service availability and service model consistency in the planned time frames and across the centres; and,
4. **The care system** will be transformed and result in improved partnership and collaboration and increased service integration.

Foundry's midterm outcomes include the following:

1. Decreased substance use among youth;
2. Prevention of serious and persistent mental health and substance use disorders among youth; and,
3. Increased appropriate use of intensive or specialist mental health and substance use services (e.g., hospital ED, residential care, step 4 services).

Foundry's long-term impact outcomes are as follows:

1. Healthier Youth;
2. Stronger, Healthier Families; and,
3. Transformed Access to Health and Social Services.

Key Activities

FCO's evaluation team has implemented data collection activities consistent with our Performance Measurement Framework. FCO staff assist, train, and support Lead Agencies in the integration and use of the data collection platform and tools described in the following sections. The Foundry Logic Model, found in Appendix L.7 *Foundry Performance Measure Framework* in [“Tools and Resources”](#) on page 108, highlights the roles and responsibilities of both FCO and the Lead Agency.

Toolbox

The majority of our centre-level data collection activities are embedded within our data collection platform called Toolbox. Toolbox is a centralized electronic data platform developed to enhance delivery of integrated care at the various Foundry centres as well as support performance measurement and quality improvement activities. Through the Foundry data platform, all care providers in each Foundry centre have access to the data they need to provide quality care to youth and their family/caregivers. This platform addresses existing gaps in information sharing, particularly in centres where multiple electronic medical records are being used. Care providers are also able to access Foundry-specific forms and tools that support clinical practice through the data platform.

The core of the platform features secure tablet-based data entry functionality, allowing youth to complete forms and measures while at Foundry which are then immediately accessible to the care team. The majority of the data required to inform our Performance Measurement Framework are collected in Toolbox and are provided by youth directly entering this information in the system.

The following assessment tools are administered to youth through Toolbox:

- Foundry Demographic Form (first visit only);
- K10, Self-Reported Health (SRH) and Self reported Mental Health (SRMH) measurement at first visit and intervals;
- SOFAS Measurement at time of initial assessment and every visit thereafter for ongoing clients accessing stepped care services;
- Foundry Health Survey, which includes the GAIN SS, at first visit; and,
- The Outcome Rating Scale (ORS) and Session Rating Scale (SRS) for individuals accessing Walk-in Counselling services.

Youth & Family Member/Caregiver Experience Surveys

In addition to the data collected on Toolbox, FCO oversees a semi-annual administration of two experience of care surveys: one for youth and one for family members/caregiver. The surveys were initially designed during the Proof of Concept phase and were heavily influenced by surveys that were in use by [headspace](#) in Australia. They have since undergone several revisions that were informed by extensive youth and family member/caregiver feedback. The youth version is administered in each centre using a dedicated tablet over a two- to four-week period and is incentivized with a gift card. The family member/caregiver version is administered both online as a web link through the network of Family Peer Support Workers and Family Navigators in Foundry centres as well as available for completion in each centre either on a tablet or on paper. The results are reported back to all centres and made available for use in ongoing quality improvement efforts.

Foundry Integration Measure (FIM)

In addition to measuring the impact of Foundry for youth and family members and their experiences of accessing care, we are also measuring the degree to which we are achieving integration of the various services delivered at a Foundry site. In the past, this was measured through the use of two measures: the Partnership Self-Assessment Tool (PSAT) and the Clinical Microsystems Assessment Tool (CMAT). The PSAT measured the degree to which there is integration amongst the various partners involved in each Foundry centre, while the CMAT looks more specifically at the extent to which there is clinical integration of services at a Foundry centre. These tools were administered annually through a web link that we ask Lead Agencies to distribute to their Foundry partners (PSAT) and amongst the various staff working in their Foundry centre (CMAT). The results are made available to Lead Agencies for use in ongoing quality improvement.

Going forward, the Foundry Integration Measure (FIM) will be used in place of the PSAT and CMAT. The FIM is currently being developed and is undergoing testing. For more information please see [“Assessment of Integration” on page 34](#)

Foundry Central Office Feedback Survey

Our Performance Measurement Framework identifies specific outcomes for FCO that are intended to support our internal quality improvement efforts. Those outcomes are primarily measured through a feedback survey that has been developed and will be administered across all Foundry centres beginning in 2020. Results from the feedback survey will be used to support our own efforts at improving the quality and effectiveness of the supports and services we provide to each Foundry centre.

Tools and Resources

Supplementary materials (Appendix L)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- L.1 Template: Foundry Demographic Survey
- L.2 Template: K10, Self-Reported Health (SRH) and Self-Reported Mental Health (SRMH)
- L.3 Template: End of Visit Form (including SOFAS Measurement)
- L.4 Template: Foundry Health Survey
- L.5 Template: Outcome Rating Scale (ORS) and Session Rating Scale (SRS)

Additional information found on the [Foundry website](#)

- L.6 Foundry Performance Measure Framework
- L.7 Developmental Evaluation Report (including details around Steps to System Transformation & Emerging Core Service Delivery Characteristics)
- L.8 Foundry Early Learnings: Proof of Concept Evaluation Report

References

- [8] Stiefel M. & Nolan K. A. (2012). *Guide to Measuring the Triple Aim: Population Health, Experience of Care, and Per Capita Cost*. IHI Innovation Series white paper. Cambridge, Massachusetts: Institute for Healthcare Improvement.
- [9] Fulop, N., Mowlem, A., & Edwards, N. (2005). *Building integrated care: lessons from the UK and elsewhere*. London: The NHS Confederation.
- [10] Preamble to the Constitution of WHO as adopted by the International Health Conference, New York, 19 June–22 July 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of WHO, no. 2, p. 100) and entered into force on 7 April 1948. The definition has not been amended since 1948.

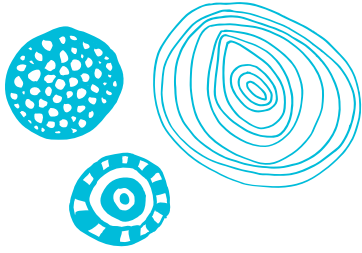
FCO Support



Warren Helfrich

Director, Evaluation & Quality Improvement
Foundry Central Office

whelfrich@foundrybc.ca



SECTION 13

Research and Innovation



Introduction

The Foundry initiative is founded on the belief that real systems change is needed to meet the health and wellness needs of young people and their families across the province. Much of what we do at Foundry therefore requires being curious, innovative, and creative in identifying and implementing new solutions that will meet these needs. An important priority for our initiative is to capture how we are transforming the ways young people access health and social services, not just at the provincial level but within each Foundry centre and community. Research is one of the core processes by which we can capture, share, and implement these innovations and important lessons. The FCO Research and Innovation Team will work collaboratively with Lead Agencies to support and coordinate research efforts across the network.

The FCO Research and Innovation Team consists of researchers, trainees, staff, families, and young people who come together to design and conduct research projects that answer questions that are important to their communities, that contribute to the generation of new knowledge (i.e., not reinventing the wheel), and whose findings have a real impact for the Foundry network and for others working the integrated youth services field. Our operational team is based out of FCO, but we have team members across the province, in different regions, and in different Foundry communities. We seek to align the needs of young people and families, communities, clinicians, and the research community in order to close the gap between research and the application of evidence within the context of a network of integrated youth services (both virtual and physical). We want to ensure that lessons learned within the network can be shared quickly and be implemented in meaningful and sustainable ways.



Lessons Learned

What is meant by “Research”?

At Foundry, we conceptualize “research” broadly, as a creative and systematic process for expanding our knowledge and understanding of the world and using that new knowledge to inform positive change, whether at the level of our local program or community, or in the global community. Another way we like to think of research is as a set of steps that lead us through a process of collecting and analyzing information that will increase our understanding of a topic or issue. These steps are often iterative and form part of a cycle we often refer to as “research to action.” Questions about what we are seeing in our real-world context inform our research process, and what we learn from our research process then informs what we do in the real world.

Our Research and Innovation Team is constantly seeking to grow and expand our research expertise. The types of research projects we are currently leading or supporting fall under one or more of these broad categories:

- Mental Health and Substance Use Research
- Health Systems and Population Health Research
- Health Measurement Research
- Health Service Innovation and Implementation Science
- Youth-Centred Health Policy Research
- Youth Engagement in Research: Methods and Best Practices

Our team is also always seeking to expand our understanding of research in terms of incorporating other forms of knowledge, ways of knowing, and world views. We are keen to work with communities to understand what research means in the local context and how our work can complement, support and/or learn from others’ approaches.



The Research Process

There are a variety of ways to answer interesting research questions and to communicate new knowledge to key audiences. However, the core research process is the same regardless of methods used or the size or scope of the study. Below we have broken the process down into six distinct steps and have provided brief descriptions of each:



Picking a Topic and Developing your Research Question

Inspiration for new research questions come from several sources. Where the questions come from can have important implications for where and how research findings are shared. It is important to think critically about who is helping to inform the research priorities and the research questions. This early stage is always a good time to explore what research has already been done on the topic (or questions) of interest. This background research can help in two ways: 1) by ensuring that research that has already been done is not repeated, and 2) by helping to refine and clarify the research questions. A clear research question is the foundation for a solid research plan and is helpful when applying for funding.

IMPORTANT CONSIDERATION: Just like service provision, research should always be person-centered. Throughout the research process, always think critically about how youth and families are involved in the research process. Be intentional, plan ahead for involving their voices in the research process.



Developing a Funding Strategy and Research Plan

A research plan should outline the research objectives, methods, budget, timeline, ethical procedures, team members, partners, and knowledge sharing plan. It is important to consider the funding strategy as part of the planning process, as the two will inform each other. Local research networks and resources can be leveraged to bring the plan together. The FCO Research and Innovation Team can help build those research connections and partnerships and will provide support in launching the research process. We are also able to provide information on how a research idea connects with other work happening across the network or within the relevant field.

IMPORTANT CONSIDERATION: Lead Agencies must keep the FCO Research Manager informed as they move through each of these steps; this is a responsibility of the study lead.



Submitting a Grant or Funding Application

Each centre is responsible for pursuing and obtaining funding for local research projects. Project deliverables can be achieved by selecting the appropriate funding source. Some projects may involve the participation of several centres, so it is important for Lead Agencies to communicate with FCO in order to align grant applications and optimize chances of success for all centres across the network.



Implementing the Research Project

Once funding is obtained, it will be necessary to: 1) obtain the necessary ethical approvals for the research (to meet standards outlined in the [Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans](#)); 2) finalize project materials; and, 3) coalesce the research team. As one moves into and through implementation, one should regularly evaluate adherence to the research plan and associated requirements. If changes to the project are required, be sure they are documented, and seek approvals as necessary. The necessary documentation must always be in place and must be accurate and up-to-date.



Conducting Data Analysis and Interpreting the Findings

An analysis plan should be reflective of the research questions and data collection methods. The analysis will result in initial findings, but the interpretation of the findings determine impact. It is important to think about what perspectives and worldviews are being represented in the data (i.e., participants) AND in the research plan (e.g., study team composition). At the point of analysis and interpretation, it is important to critically reflect and explicitly identify how participants' perspectives and study teams' worldviews may impact the findings.



Mobilizing Knowledge

Knowledge mobilization ensures that research findings are widely disseminated and that they have a positive real-world impact. By selecting the right content for the right audience, key stakeholders (e.g., youth, families, service providers, policy makers) remain engaged and informed on research progress, outcomes, and future plans. Research findings should be communicated in a way that is consistent with the Foundry vision and mission. FCO has a strong Communications Team to support messaging and media strategies related to research.

IMPORTANT CONSIDERATION: As mentioned earlier, these steps can be iterative. They can also be seen as a circle, where findings from one research project often form the basis for new research questions. We also want to acknowledge that the research process presented here comes from a Western understanding of how research is conducted and that maps onto many of our colonial research structures (e.g., universities and granting agencies). Different ways of knowing and doing research may require different approaches.

Key Activities

Lead Agencies have a role in supporting and championing research as part of the Foundry initiative. The Foundry Research and Innovation Team is responsible for ensuring the network is contributing new and meaningful knowledge through the conduct of research. To do this, we need to be aware of research activities happening across the network so that we can coordinate and support knowledge exchange and knowledge mobilization activities within and outside the Foundry network. It is therefore important that Lead Agencies work closely with the Foundry Research and Innovation Team whenever they are considering engaging in research activities.

We have identified four different types of research engagement that Lead Agencies should be aware of:

1. | **Initiating** (either by partnering on or leading) research initiatives (*optional*)
2. | **Supporting** research activities that are being led by FCO and the Foundry Research and Innovation team (*expectation*)
3. | **Keeping informed** about research that is being generated and shared across the Foundry network (*expectation*)
4. | **Adapting/implementing** research findings that are relevant to the Lead Agency's context (*expectation*)

On the following pages, we provide a description of each of these types of engagement as well as checklists to help guide understanding of a Lead Agency's roles and responsibilities related to each type of research engagement.



1. Initiating your own research projects

There are many different ways for a Lead Agency to team up with researchers whose values and interests align with those of their centre and their community. Research leadership and resources may be accessible through local universities, colleges, training programs and other avenues available in a Lead Agency's community. The Foundry Research and Innovation Team at FCO is here to help Lead Agencies connect to these resources and to support them throughout the research process: to conceptualize research questions and projects, strategize around funding opportunities, and support knowledge-sharing initiatives.

Lead Agencies are not expected to undertake (i.e., lead/partner on) their own research initiatives. However, if this is something that is being considering, either by partnering on a research project or pursuing research funding independently, it is an expectation that Research and Innovation Team (via the Research Manager) be notified. This will help us in our responsibility of coordinating and supporting research activities across the network. Below is a checklist to help identify when a Lead Agency would need to contact the Research and Innovation Team:

Below is a checklist to help you identify when you would need to contact the Research and Innovation team:

- If a Lead Agency is approached about taking part in a research study;
- If a Lead Agency is approached about having their centre/clients/staff be involved (as a partner, collaborator, knowledge user, etc.) in a grant/funding submission for research purposes;
- If a Lead Agency is considering developing a research proposal involving the study of their centre's services/clients/staff;
- If a Lead Agency is considering submitting a funding/grant proposal for research purposes involving the study of their centre's services/clients/staff;
- If a Lead Agency would like to learn more about research resources or explore research partnerships within their local community context;
- As a Lead Agency begins a new step in the research process (see previous section) on a study that they are undertaking or partnering on;
- If a Lead Agency is leading and/or involved in developing knowledge products (e.g., presentations, publications, reports) that utilize research findings related to Foundry services or their centre; and/or
- If a Lead Agency plans to attend a conference or other presentation forum to present on research findings related to Foundry services or their centre.

2. Supporting Foundry research activities

Lead Agencies are expected to make reasonable efforts to assist FCO and the Research and Innovation Team in research activities related to Foundry Services or involving the Foundry centre.

3. Keeping informed about research

Lead Agencies are expected to make reasonable efforts to stay abreast of research opportunities, updates and findings as they become available to their centre or the Foundry network. The Foundry Research and Innovation Team will have created several different avenues for sharing this information. Lead Agencies should do the following:

- Read and familiarize themselves with the Foundry Research and Innovation Team Strategic Plan;
- Attend live Foundry Research and Innovation Rounds to learn about new research findings relevant to Foundry services or listen to the recording;
- Request and receive personalized research updates at their FCO project management teleconferences and report back to their team regarding relevant research updates;
- Check the Foundry Newsletter for Research updates;
- Visit the Foundry Research and Innovation webpage for information on team contacts, projects, publications and reports, and new and exciting research opportunities; and,
- Contact the Foundry Research Manager for any questions/concerns related to research activities happening at their centre.

4. Adapting and implementing relevant research

Lead Agencies are expected to be responsive to relevant new evidence and best practices informed by research as they become available. This type of adapting and implementation will either be clearly identified as a core research project activity (see expectations outlined under item 2 above); or as part of updating and adapting components of the Foundry clinical model or associated programs (see [“Key Activities” on page 55](#)).

Tools and Resources

Additional information found on the Foundry website

Visit foundrybc.ca/centre-startupguide to access these appendices.

- M.1 Foundry Research and Innovation Strategic Plan (under development)
- M.2 Foundry Research and innovation Webpage (under development)
- M.3 Procedure for communicating with FCO about research activities happening locally at your centre (under development)

FCO Support



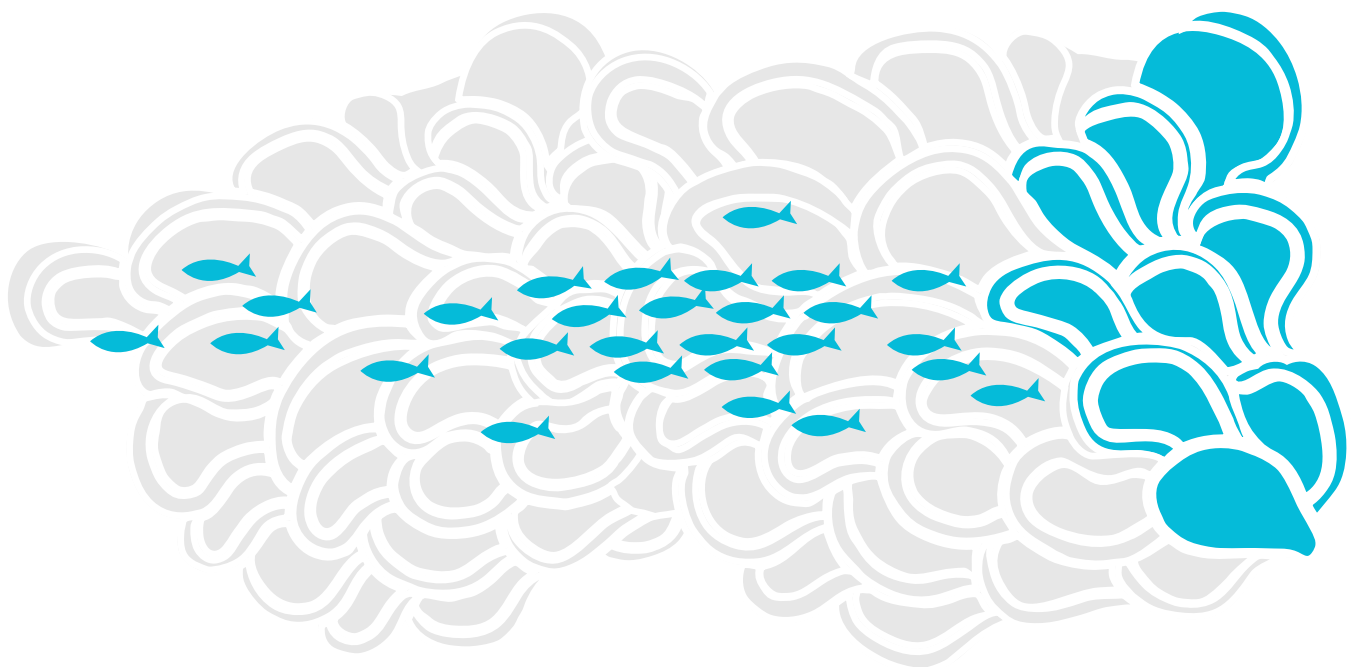
Skye Barbic

Lead Scientist
Foundry Central Office
skye.barbic@ubc.ca



Corinne Tallon

Research Manager
Foundry Central Office
ctallon@foundrybc.ca





· **F O U N D R Y** ·
WHERE WELLNESS TAKES SHAPE

info@foundrybc.ca | foundrybc.ca